DOCUMENT RESUME

ED 296 161 CE 050 459

AUTHOR Swanson, Richard A.; Sleezer, Catherine M.
TITLE AMSCO Culture Survey: Base Data for Quality and Productivity Programs. Training and Development Research Center Project Number Twenty-Four.
INSTITUTION Minnesota Univ., St. Paul. Dept. of Vocational and Technical Education.
PUB DATE Apr 88
NOTE 87p.
PUB TYPE Reports - Research/Technical (143) -- Tests/Evaluation Instruments (160)

EDRS PRICE MF01/PC04 Plus Postage.
DESCRIPTORS Adults; Attitude Measures; *Employee Attitudes; Job Satisfaction; Organizational Climate; Participative Decision Making; *Productivity; Program Effectiveness; Program Evaluation; *Quality Control; *Quality of Working Life; *Values; Vocational Education; *Work Environment

ABSTRACT

The AMSCO culture survey instrument was developed to obtain specific information about the changing employee values resulting from the implementation of the new quality programs at AMSCO, Rice Lake, Wisconsin. The culture dimensions measured in the survey included job evaluation/job satisfaction, work efficiency, training and development, communication, management effectiveness, and view of the organization. Company-wide average ratings on each of the six dimensions were all very close to the 2.5 midpoint of the 1-to-4 point rating scale and had very small differences. Of these differences, the most positive (2.73) average rating was the view of the organization, and the area needing the most attention (2.43) was training and development. Although there was no clear-cut employee perception of excellence and satisfaction, there was also no clear-cut perception of disarray or dissatisfaction. Of the 60 items on the survey, only 7 agreement items reached or exceeded the 3.0 clear point of agreement and only 2 disagreement items reached the 1.0 point (2.0 was a clear point of disagreement). Average employees wanted to work for AMSCO and felt that they and their departments were important. Unfortunately, results indicated that an AMSCO grapevine existed that carried false information. Data is illustrated in numerous bar charts and the survey instrument is included. (YLB)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

ED296161

TRAINING AND DEVELOPMENT RESEARCH CENTER

Project Number Twenty-Four

AMSCO CULTURE SURVEY: Base Data for Quality and Productivity Programs

Richard A. Swanson
Catherine M. Sleezer
April 1988

university of minnesota
DEPARTMENT OF VOCATIONAL AND TECHNICAL EDUCATION • ST. PAUL, MINNESOTA

CE050459

BEST COPY AVAILABLE

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)
☐ This document has been reproduced as received from the person or organization originating it.
☐ Minor changes have been made to improve reproduction quality.
• Points of view or opinions stated in this document do not necessarily represent official OERI position or policy.

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY

R A Swanson

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

CONTENTS

	Page
Summary Report - AMSCO Culture Survey	1
Introduction	3
Description of Current Situation	3
Need and Opportunity	4
The AMSCO Corporate Culture Survey Instrument	4
Administering the Survey	5
Analyzing the Data	5
AMSCO Culture Survey	6
AMSCO Culture Dimensions and Survey Items	8
Summary of Survey Responses	9
Company-wide Responses	9
Average Culture Rating for Each Job Category	13
Analysis of Written Responses	34
What Do You Like Best About AMSCO?	36
Comments on Items	42
Appendices	60

Summary Report - Spring 1988

AMSCO CULTURE SURVEY: Base Data for Quality and Productivity Programs

by Richard A. Swanson and Catherine M. Sleezer, TDRC, University of Minnesota

---

The AMSCO CULTURE SURVEY instrument was developed to obtain specific information about the changing employee values (N=240) resulting form implementing the new quality programs at AMSCO, Rice Lake. The culture dimensions measured in the survey include: Job Evaluation/Job Satisfaction; Work Efficiency; Training and Development; Communication; Management Effectiveness; and View of the Organization.

Company-wide Average Rating for Each Culture Dimension:

The Mid-point on the 1-4 point rating scale is 2.5. The company-wide average ratings on each of the six culture dimensions were all very close to the 2.5 midpoint and had very little differences. Of the small differences, the most positive (2.73) average rating was the "View of the Organization" and the area needing the most attention (2.43) was "Training and Development."

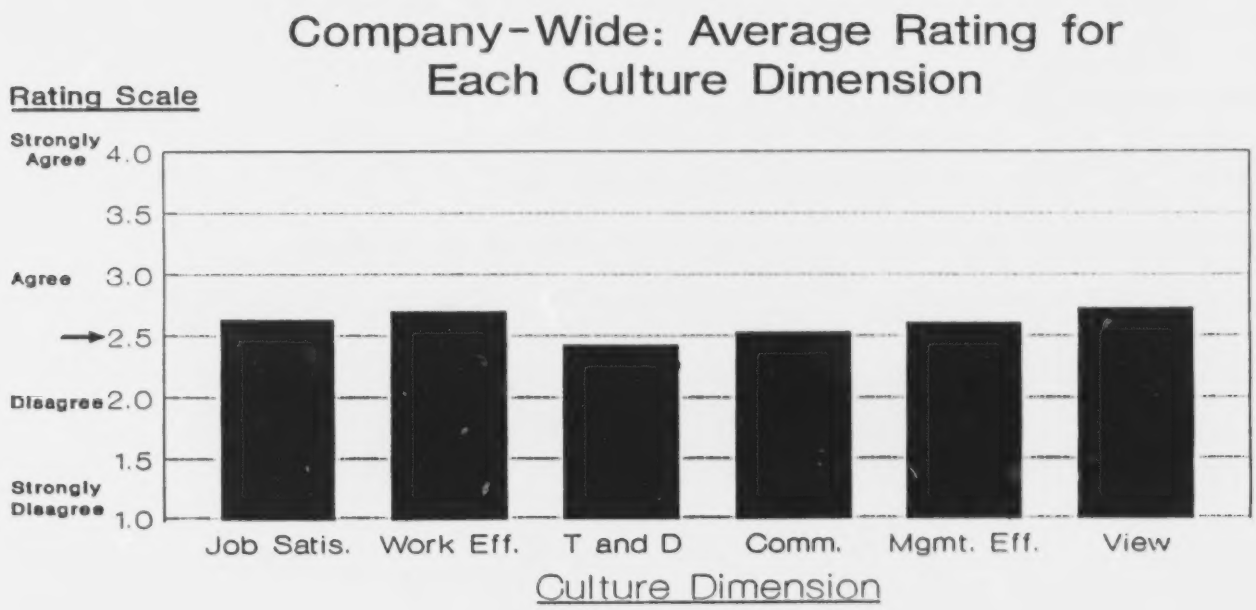
This condition is a "good news-bad news" situation. The bad news is that there is no clear-cut AMSCO employee perception of excellence and satisfaction. The good news is that there is no clear-cut perception of disaray or dissatisfaction. The conditions appear to be right for quality improvement.

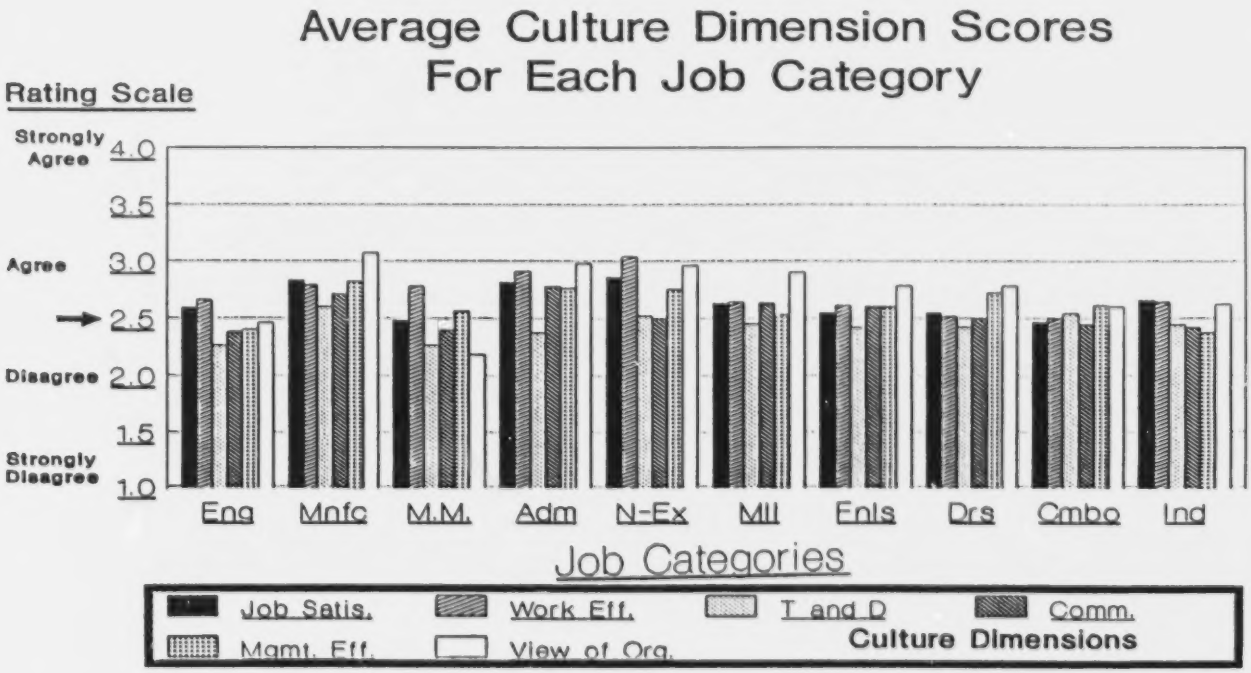
Company-wide Average Rating for Each SURVEY Item:

The SURVEY consisted of sixty items that were rated on a 1-4 point scale. While 2.5 is the midpoint, 3.0 is a clear point of "agreement" and 2.0 is a clear point of "disagreement." Of the sixty items, there were only seven "agreement" items that reached or exceeded the 3.0 point and only two "disagreement" items reached the 1.0 point.

The good news is that on the average employees want to work for AMSCO and feel like they and their departments are important. The bad news is that an AMSCO grapevine exists that carries false information.

GRAPHS OF SURVEY RESULTS





INTRODUCTION

This report contains the findings from the initial culture survey administered to all AMSCO's Rice Lake, Wisconsin employees (N=240) on March 28th and 29th, 1988. The primary purpose of the survey was to provide base-rate information about AMSCO's corporate culture against which the results from future surveys can be compared. Using the survey results over time will allow AMSCO decision makers to monitor the changes in their corporate culture and identify additional concerns that are not being addressed by current programs.

The new AMSCO quality and productivity programs to be implemented this year are directed toward the issues being addressed in the AMSCO mission/strategy and the culture survey instrument. The results of this SURVEY can be used to identify areas of concern that should receive additional attention beyond the already planned program of quality and productivity. However, before reading and using the results of the SURVEY to address what might appear to be immediate concerns, the limitations to the survey data should be noted.

- The results are based on the personal perceptions of AMSCO employees rather than direct measures about how the work is actually done at AMSCO.

- A variety of influences can cause individuals employee perceptions to vary. With this survey, the overall perceptions are to be viewed as accurate while the individual and small group perceptions should be viewed as a springboard for helping to probe for explanations and solutions.

Because of these limitations, using the survey results to address immediate concerns expressed by small groups of people should be done with caution.

DESCRIPTION OF THE CURRENT SITUATION

AMSCO is the sole supplier of screens to Andersen Corporation. Currently, Andersen is satisfied with the quality of work done by AMSCO. However, the decision makers at AMSCO recognize that in the future product quality could well be the key to retaining Andersen as a customer. Consequently, new projects will be

implemented this year to improve product quality. These programs include:

- implementation of new processes for doing the work including MRP and JIT,
- the transfer of control for an operation including responsibility for preventative maintenance and problem solving to the operators and their supervisors,
- the training of employees and their supervisors in the new work methods, and
- the purchase and installation of some new equipment.

These programs are designed to cause a fundamental value shift in the organization concerning the way work is done as well as to increase the quality of the final product. Employees at all levels within AMSCO will be learning:

- a new language of work,
- new work methods,
- new ways to document the work,
- how to work together in groups,
- a new level of responsibility and ownership; and
- how to solve problems.

NEED AND OPPORTUNITY

In order for the program of quality to be effective, key values within the organization must change. By monitoring the corporate culture, the decision makers at AMSCO can determine whether the changes are consistent with their expectations over time and within work groups. Decision makers can use the AMSCO Corporate Culture Survey results to :

- chart changes against expectations.
- identify employee concerns that are not being adequately addressed during the change process.
- identify program areas that would benefit the most from additional attention.

THE AMSCO CORPORATE CULTURE SURVEY INSTRUMENT

The AMSCO CULTURE SURVEY instrument was developed to obtain specific information about the changing employee values resulting from implementing the new quality programs at Rice Lake. The instrument was specifically developed to monitor the key culture elements in the work force outlined in the 1987 AMSCO (Rice

Lake, Wisconsin) mission statement, strategy, and projects. The culture dimensions measured in the survey include:

- Job Evaluation/Job Satisfaction
- Work Efficiency
- Training and Development
- Communication
- Management Effectiveness
- View of the Organization

The instrument went through several reviews, revisions, and pilot testing sessions. The content validity was established and the rater reliability was determined to be +.77, well within the acceptable range of reliability. (McLean, 1973).

ADMINISTERING THE SURVEY

The initial SURVEY was administered to all employees on March 28 and March 29, 1988. Before completing a survey, each employee was informed about the nature and purpose of the SURVEY. Anonymity was insured for each employee, and each employee placed their completed survey in an envelope and sealed it. The 240 completed surveys were sent to St. Paul for tallying and analysis.

ANALYZING SURVEY DATA

Barry Johansen assisted Richard A. Swanson and Catherine M. Sleezer, University of Minnesota, in tallying and analyzing the SURVEY data. Computer and statistical analyses were carried out to determine overall culture and sub-culture dimension ratings. The information collected in the initial SURVEY will serve as a basis of comparison for future SURVEY results.

Responses to the first sixty survey items were analyzed using quantitative analysis method. The first step in analyzing the 60 items was to assign numerical values to the descriptors such that each response of Strongly Agree was worth 4 points, Agree was worth 3 points, Disagree was worth 2 points, and Strongly Disagree was worth 1 point. An item analysis, showing the average score for each item, was calculated. The responses were also grouped first according to culture dimensions and then according to job category and analyzed.

AMSCO CULTURE SURVEY - 1988

YOUR JOB CATEGORY (check one)

Exempt

- ☐ Engineering
- ☐ Manufacturing
- ☐ Material Management
- ☐ Acctg, personnel, gen. admin

☐ **Non-Exempt**

Production

- ☐ Mills (mills, preassembly)
- ☐ Finals (framepress,finals)
- ☐ Doors
- ☐ Combos

☐ **Indirect** (ship/rec; QA; maint)

YOUR OPINIONS (For each sentence make an "x" in one of the four boxes-- Strongly Agree, Agree, Disagree, or Strongly Disagree).

SA	A	D	SD	
☐	☐	☐	☐	1. New people receive good orientation to their job.
☐	☐	☐	☐	2. When problems happen in my job, I have the freedom to solve them.
☐	☐	☐	☐	3. Amsco's future is very secure.
☐	☐	☐	☐	4. My supervisor helps me solve problems that happen on my job.
☐	☐	☐	☐	5. The equipment with which I work is usually in good condition.
☐	☐	☐	☐	6. The way I learned my job at AMSCO was a good use of my time.
☐	☐	☐	☐	7. Management gives me credit for my good performance on the job.
☐	☐	☐	☐	8. The employee evaluation and review is helpful in improving my performance.
☐	☐	☐	☐	9. Management is interested in preparing people for better jobs.
☐	☐	☐	☐	10. I get the information I need about AMSCO rules and practices.
☐	☐	☐	☐	11. Many employees in my department have good attitudes toward their job.
☐	☐	☐	☐	12. I am being paid fairly for the work I do.
☐	☐	☐	☐	13. My suggestions are not likely to be taken seriously by management.
☐	☐	☐	☐	14. My supervisor has enough authority to get the work done.
☐	☐	☐	☐	15. My department is an important part of AMSCO.
☐	☐	☐	☐	16. I want to work for AMSCO as long as I can.
☐	☐	☐	☐	17. Completing this survey is a good way to let management know what I think.
☐	☐	☐	☐	18. The people in my department cooperate with each other to get the work done.
☐	☐	☐	☐	19. Management gets the thinking and opinions of employees.
☐	☐	☐	☐	20. Employees are given enough time to learn things before they are expected to use them.
☐	☐	☐	☐	21. My supervisor usually gives me credit for work well done.
☐	☐	☐	☐	22. We hear about important decisions or actions first through the grapevine.
☐	☐	☐	☐	23. I receive training on the job that qualifies me to transfer to another position or be promoted.
☐	☐	☐	☐	24. What AMSCO says it will do and what it does are the same.
☐	☐	☐	☐	25. AMSCO is too slow in making improvements.
☐	☐	☐	☐	26. I understand how my performance on the job is judged.
☐	☐	☐	☐	27. Saying what I think will likely create problems for me in AMSCO.
☐	☐	☐	☐	28. Adequate information is available about the overall activities of AMSCO.

(over)

SA A D SD

☐☐☐☐ 31. I can be sure of keeping my job as long as I do good work.
☐☐☐☐ 32. AMSCO makes too many changes too quickly.
☐☐☐☐ 33. Training is done on a "hit or miss" basis.
☐☐☐☐ 34. For me, things are getting better in AMSCO.

☐☐☐☐ 35. I can talk with my supervisor as often as I need.
☐☐☐☐ 36. I am told about policy and rule changes.
☐☐☐☐ 37. My job is dull and monotonous.
☐☐☐☐ 38. Management generally does not understand the problems and needs of my department.
☐☐☐☐ 39. I am doing something really worthwhile on my job.
☐☐☐☐ 40. I would rather work for AMSCO than for most other companies.
☐☐☐☐ 41. I think management will act on most of the issues brought to its attention through this survey.
☐☐☐☐ 42. I would recommend AMSCO as a good place in which to work.
☐☐☐☐ 43. The specific job training that I did get was well delivered.
☐☐☐☐ 44. Management is generally respected by employees.
☐☐☐☐ 45. My department operates efficiently.
☐☐☐☐ 46. Within AMSCO there are good opportunities for those who do a good job.
☐☐☐☐ 47. Management provides me the direction I need to carry out my work.
☐☐☐☐ 48. Training helped improve my performance on the job.
☐☐☐☐ 49. My supervisor does a good job of building teamwork in my department.
☐☐☐☐ 50. False rumors are heard frequently.
☐☐☐☐ 51. Training is available when I need it.
☐☐☐☐ 52. Management listens to what I have to say.
☐☐☐☐ 53. My supervisor frequently fails to pass on the information I need to do a good job.
☐☐☐☐ 54. I feel I am an important part of what goes on in my department.
☐☐☐☐ 55. I want to continue to work for AMSCO as long as I can.
☐☐☐☐ 56. My supervisor is good.
☐☐☐☐ 57. The quality of work done in my department is excellent.
☐☐☐☐ 58. The procedures we use in AMSCO make it easy for me to do a good job.
☐☐☐☐ 59. I think my performance is judged fairly.
☐☐☐☐ 60. Management cares about the well-being of employees.

What do you like best about AMSCO? _____

_____

_____

If you have any comments on any items, place the number of that item below, followed by your comments:

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

(First Quarter 1988)

AMSCO Culture Dimensions and Survey Items

Job Evaluation/Job Satisfaction: Are employees satisfied with their jobs? Are their jobs rewarding? Are they recognized for work quality? Do employees feel secure in their jobs?
Items: 7, 8, 12, 21, 26, 31, 37, 39, 54, 59

Work Efficiency: Is there cooperation among and within departments in the company? Is there a good attitude? Are work procedures appropriate? What is the quality of work performed? How efficiently is time used?
Items: 2, 5, 11, 14, 15, 18, 29, 45, 57, 58

Training and Development: Are employees adequately trained and retrained? Is the training useful? Is it available when needed?
Items: 1, 6, 9, 20, 23, 33, 43, 46, 48, 51

Communications; Is there sufficient communication? Is it accurate and timely? Are employee opinions valued? Is communication one-way or two-way?
Items: 10, 17, 19, 22, 27, 28, 35, 36, 50, 52

Management Effectiveness: How is management viewed? How is the immediate supervisor viewed? Are they competent? Do they make good decisions? Do they provide the kind and amount of support that employees need to perform the work?
Items: 4, 13, 30, 38, 41, 44, 47, 49, 53, 56

View of the Organization: How do employees view the company? What is the perceived image of the company?
Items: 3, 16, 24, 25, 32, 34, 40, 42, 55, 60

SUMMARY OF SURVEY RESPONSES

The 240 SURVEYS were tallied and analyzed. The summary of the SURVEY responses are best viewed in terms of (1) company-wide average rating for each of the six culture dimensions and for each SURVEY item, (2) average culture rating for each of the ten job categories, and (3) the average ratings by each of the ten job categories for the six culture dimensions. The number of employees in each job category is as follows: Engineering (Eng) = 14; Manufacturing (Mnfc) = 13; Material Management (M.M.) = 5; Administration (Adm) = 7; Non-Exempt (N-Ex) =25; Mills (Mll) = 45; Finals (Fnls) = 69; Doors (Drs) = 13; Combos (Cmbo) = 8; and Indirect (Ind) = 38. Three employees did not indicate their job category.

COMPANY-WIDE RESPONSES

Company-wide Average Rating for Each Culture Dimension

The Mid-point on the 1-4 point rating scale is 2.5. The company-wide average ratings on each of the six culture dimensions were all very close to the 2.5 midpoint and had very little differences. Of the small differences, the most positive (2.73) average rating was the "View of the Organization" and the area needing the most improvement (2.43) was "Training and Development." (see page 11).

This condition is a "good news-bad news" situation. The bad news is that there is no clear-cut AMSCO employee perception of excellence and satisfaction. The good news is that there is no clear-cut perception of disarray or dissatisfaction. The conditions appear to be right for quality improvement.

Company-wide Average Rating for Each SURVEY Item:

The SURVEY consisted of sixty items that were rated on a 4 point scale. While 2.5 is the midpoint, 3.0 is a clear point of "agreement" and 2.0 is a clear point of "disagreement." The seven "agreement" items that reached or exceeded the 3.0 point were:

15. My department is an important part of AMSCO.
*16. I want to work for AMSCO as long as I can.
17. Completing this survey is a good way to let management know what I think.

40. I would rather work for AMSCO than for most other companies.
42. I would recommend AMSCO as a good place in which to work.
54. I feel I am an important part of what goes on in my department.
*55. I want to work for AMSCO as long as I can.

The two "disagreement" items that reached the 2.0 point or lower were:

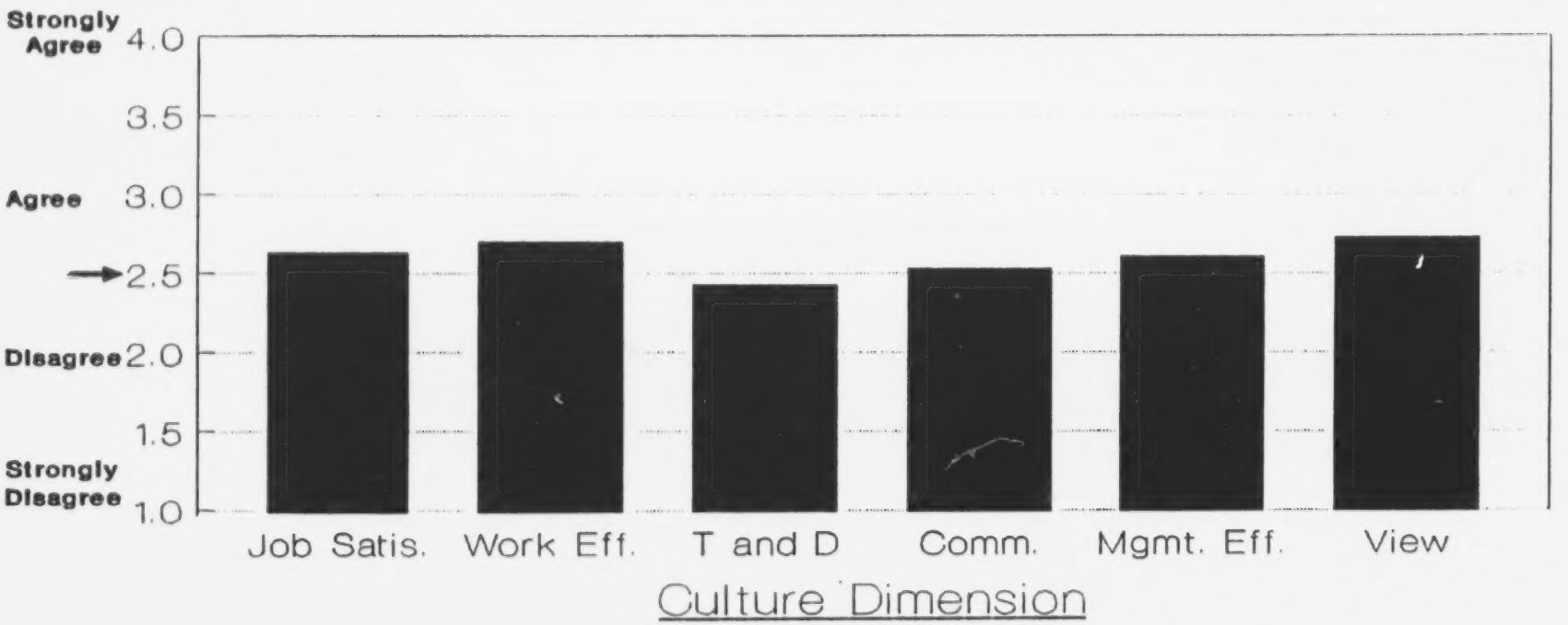
22. We hear about important decision or actions first through the grapevine.
50. False rumors are heard frequently.

The good news is that on the average employees want to work for AMSCO and feels like they and their department are important. The bad news is that an AMSCO grapevine exists that carries false information. Page 12 graphs all sixty of the items. Appendix A shows the further breakdown the rating for each item in terms of the number of employees choosing each response (SA, A, D, SD).

---

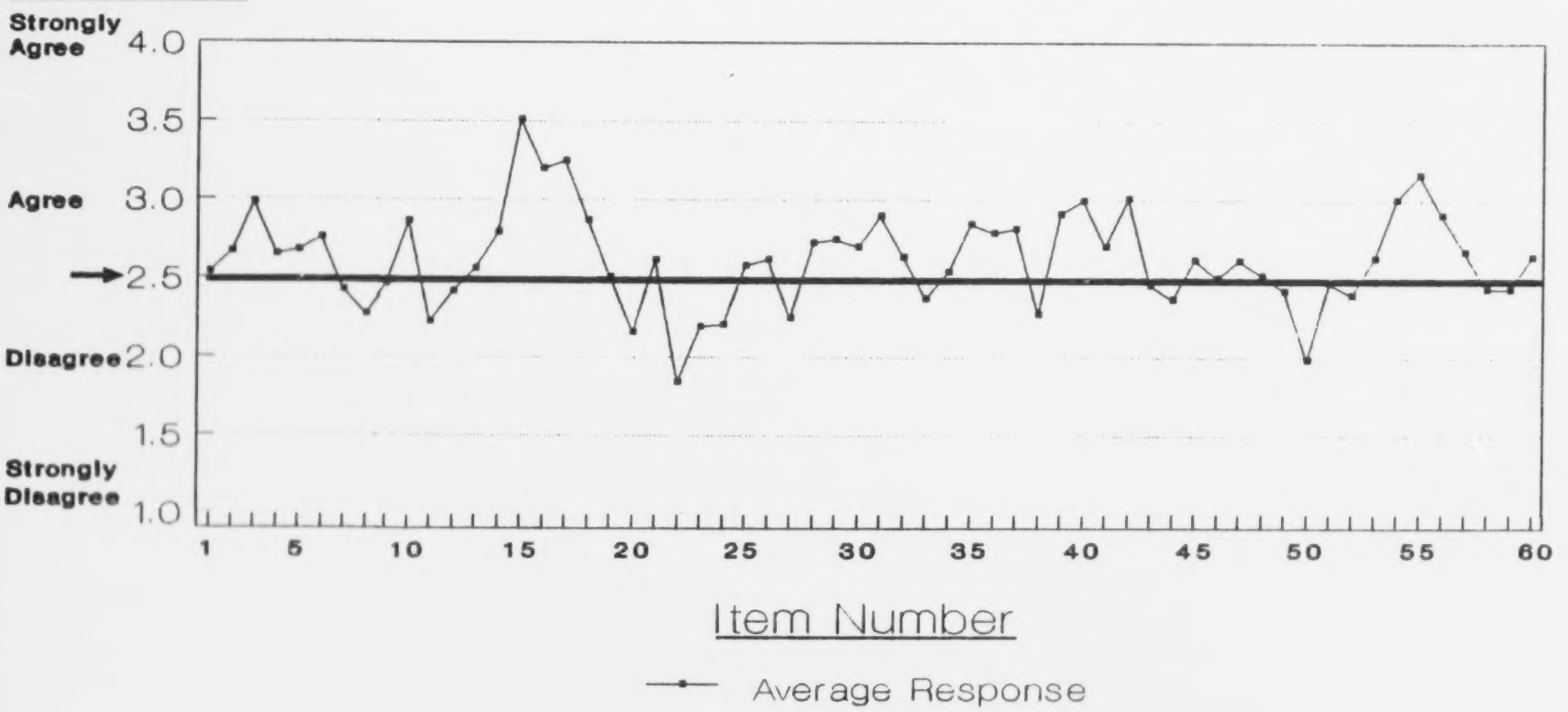
* Repeated question for testing the SURVEY reliability.

Company-Wide: Average Rating for Each Culture Dimension



Amsco Culture Survey, Spring 1988

Company-Wide: Average Rating for Each Item of the Culture Survey



Amaco Culture Survey, Spring 1988

AVERAGE CULTURE RATING FOR EACH JOB CATEGORY

The average culture ratings for the ten AMSCO job categories are all close to the 2.5 midpoint. Slight differences emerge with the Manufacturing, Admin.(Accounting, Personnel, and General Management), and Non-Exempt groups being on the positive side and a bit higher than the others; and the Engineering and Material Management being the two lowest job categories and just on the negative side of the midpoint of the scale (see page 15).

Pages 16 through 21 show the average ratings on each of the six culture dimensions for the ten AMSCO job categories. The high and low ratings for each job category follow along with an indicator of whether if the highest and lowest culture dimension were on the positive or negative side of the 2.5 midpoint.

Engineering
- High - Work Efficiency (+)
- Low - Training and Development (-)

Manufacturing
- High - View of the Organization (+)
- Low - Training and Development (-)

Material Management
- High - Work Efficiency (+)
- Low - View of the Organization (-)

Accounting/ Personnel/ General Administration
- High - View of the Organization (+)
- Low - Training and Development (-)

Non-Exempt
- High - View of the Organization (+)
- Low - Communication (-)

Mills
- High - View of the Organization (+)
- Low - Training and Development (-)

Finals
- High - View of the Organization (+)
- Low - Training and Development (-)

Doors
- High - View of the Organization (+)
- Low - Training and Development (-)

Combos
- High - Management efficiency (+)
- Low - Communication (-)

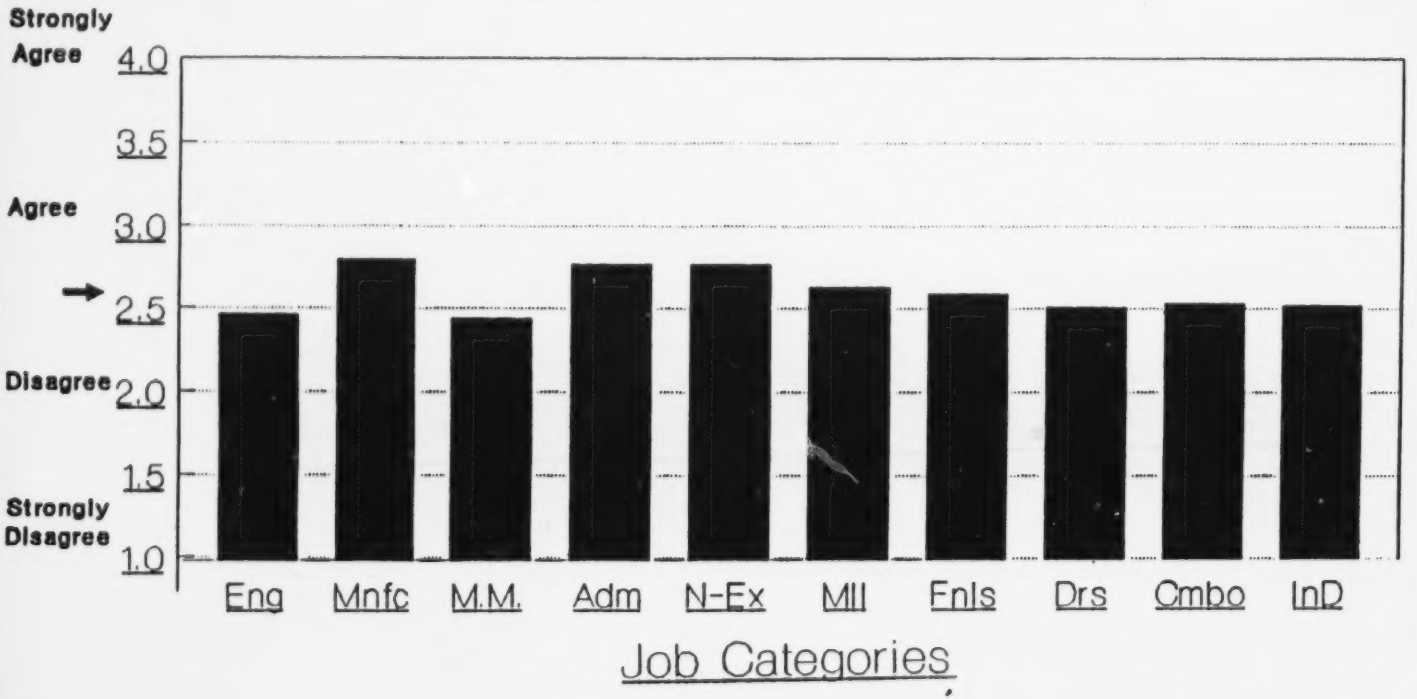
Indirect

High - Satisfaction (+)

Low - Management Efficiency (-)

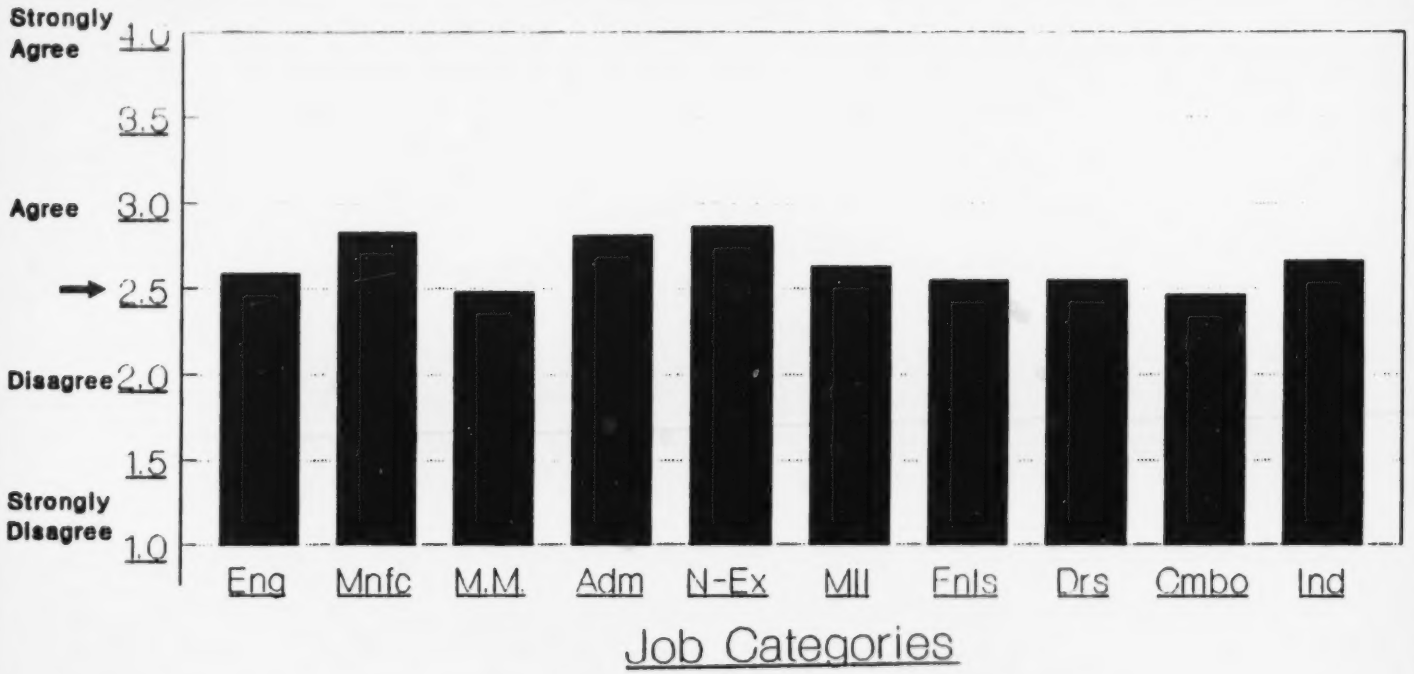
All the average culture dimension ratings within each job category are shown on page 15.

Average Culture Rating for Each Job Category



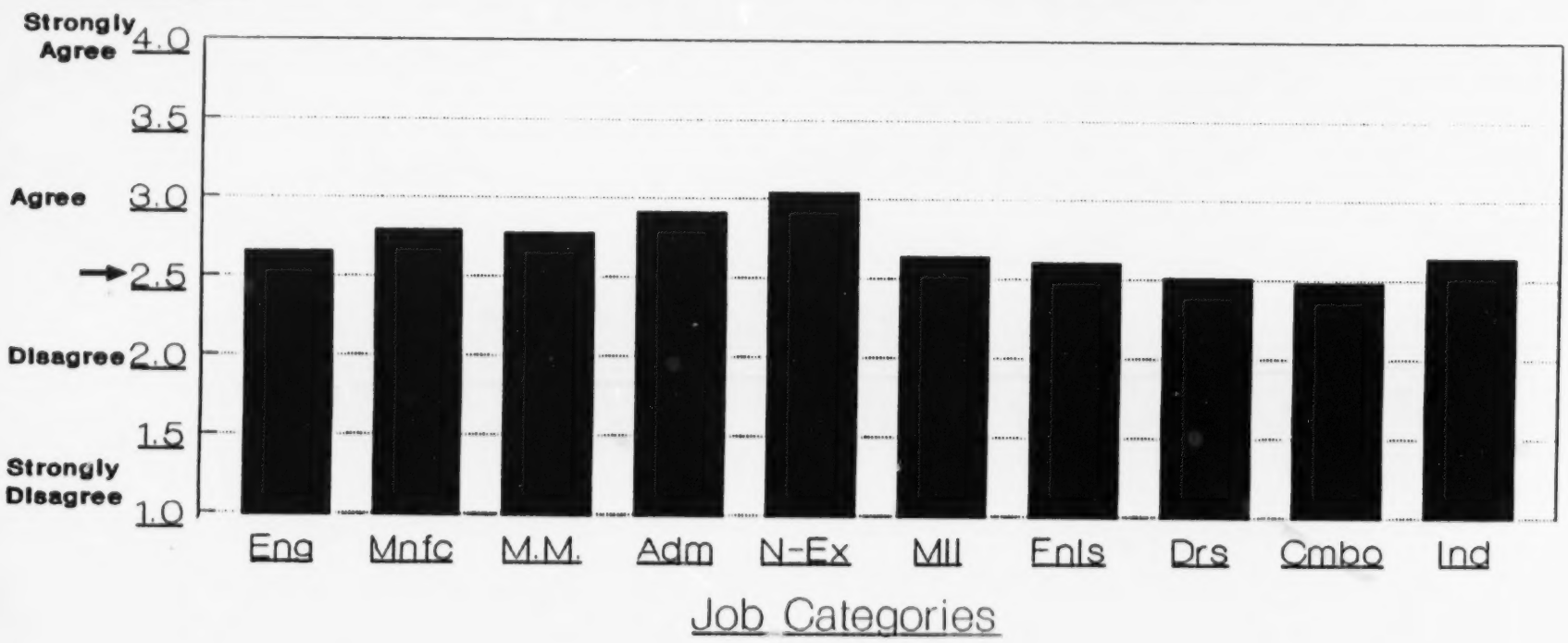
Amsco Culture Survey, Spring 1988/

Job Eval/Satis: Average Ratings by Each Job Category



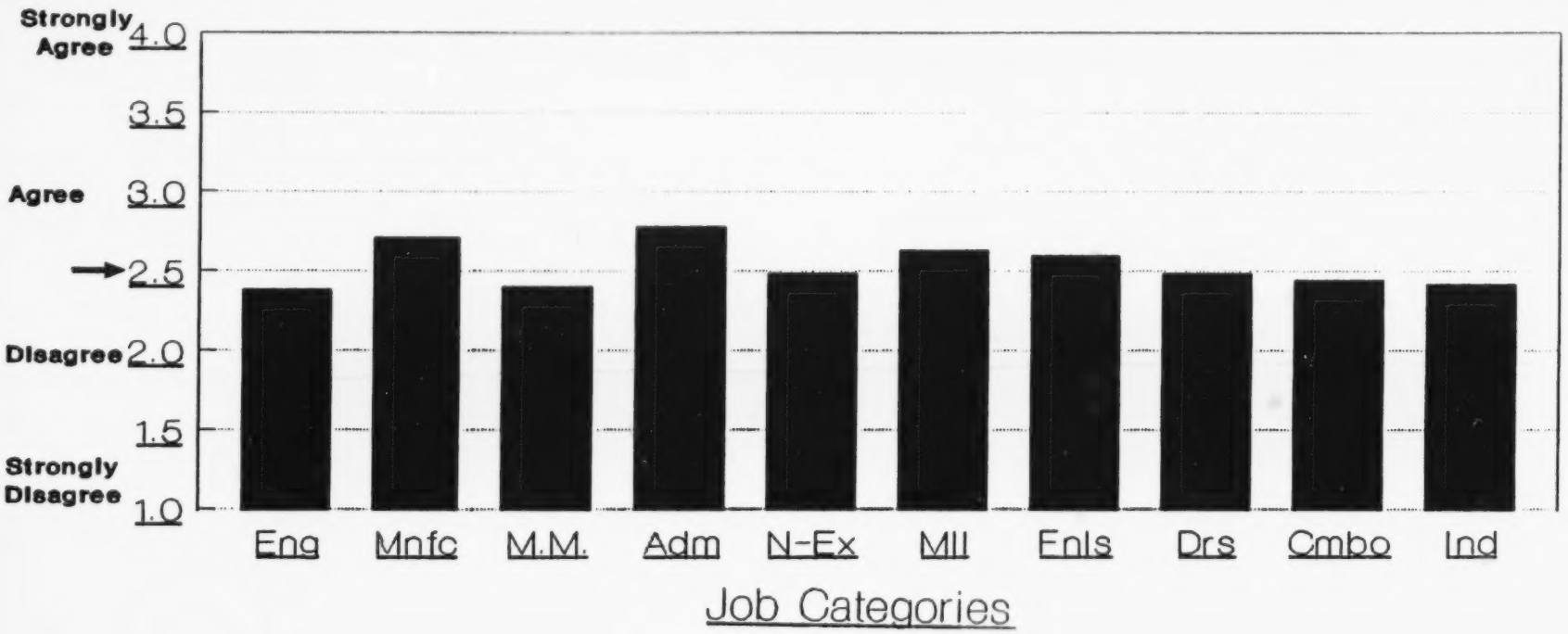
Amsco Culture Survey, Spring 1988

Work Efficiency: Average Ratings by Each Job Category



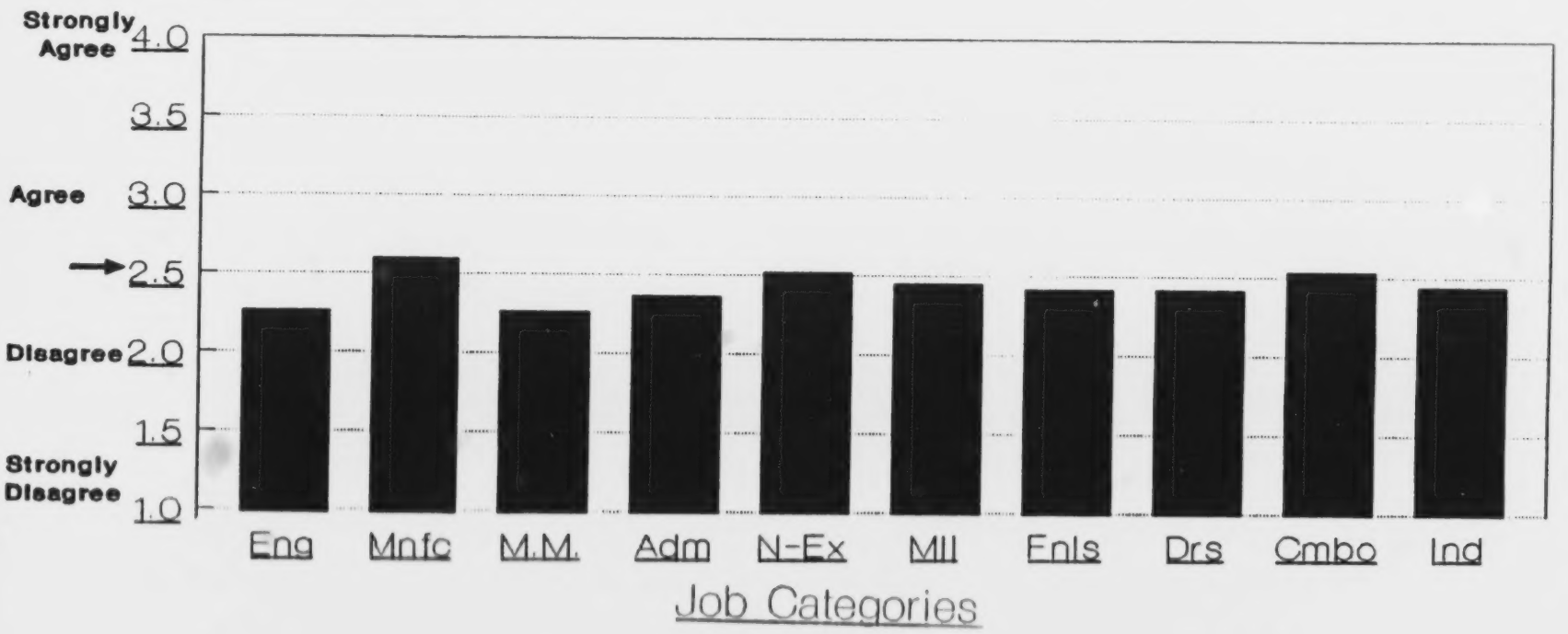
Amaco Culture Survey, Spring 1988

Communication: Average Rating by Each Job Category



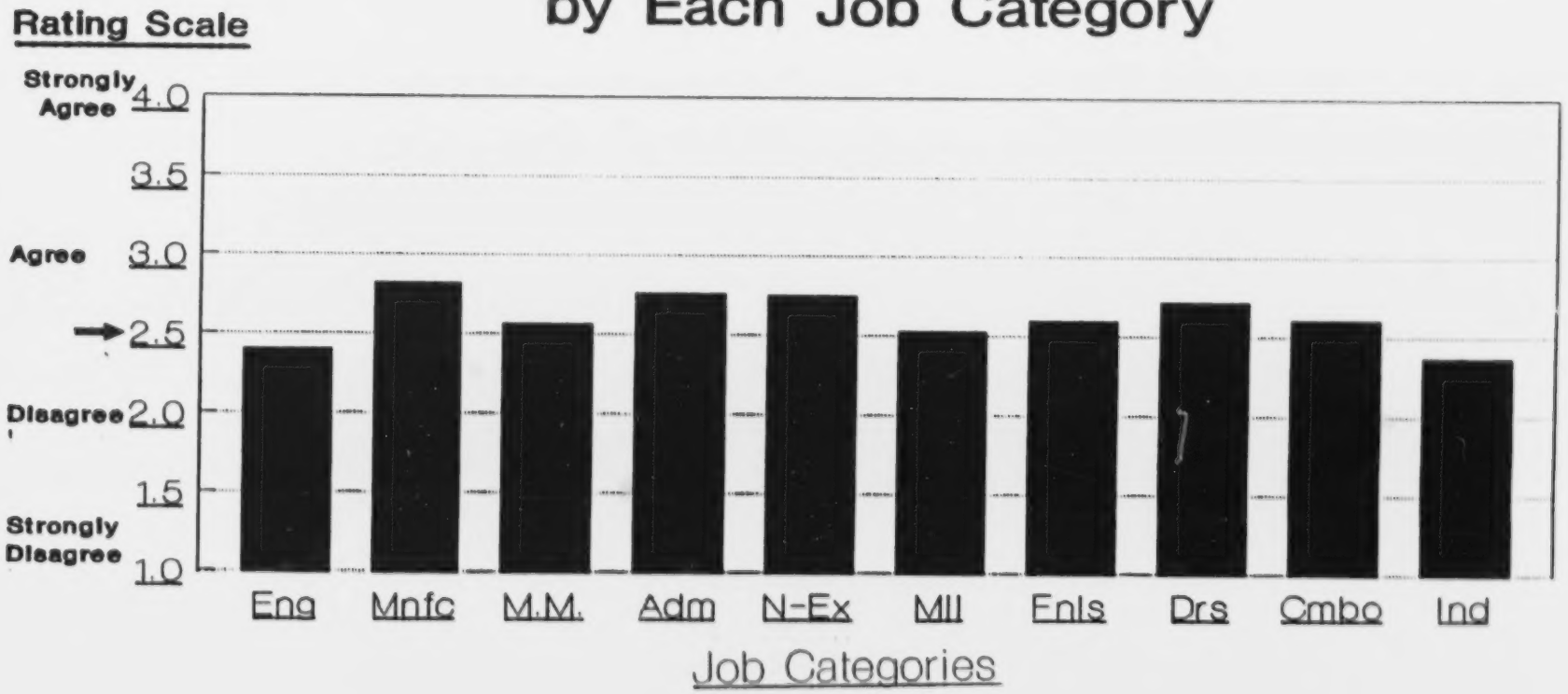
Amsco Culture Survey, Spring 1988

Training & Development: Average Ratings by Each Job Category



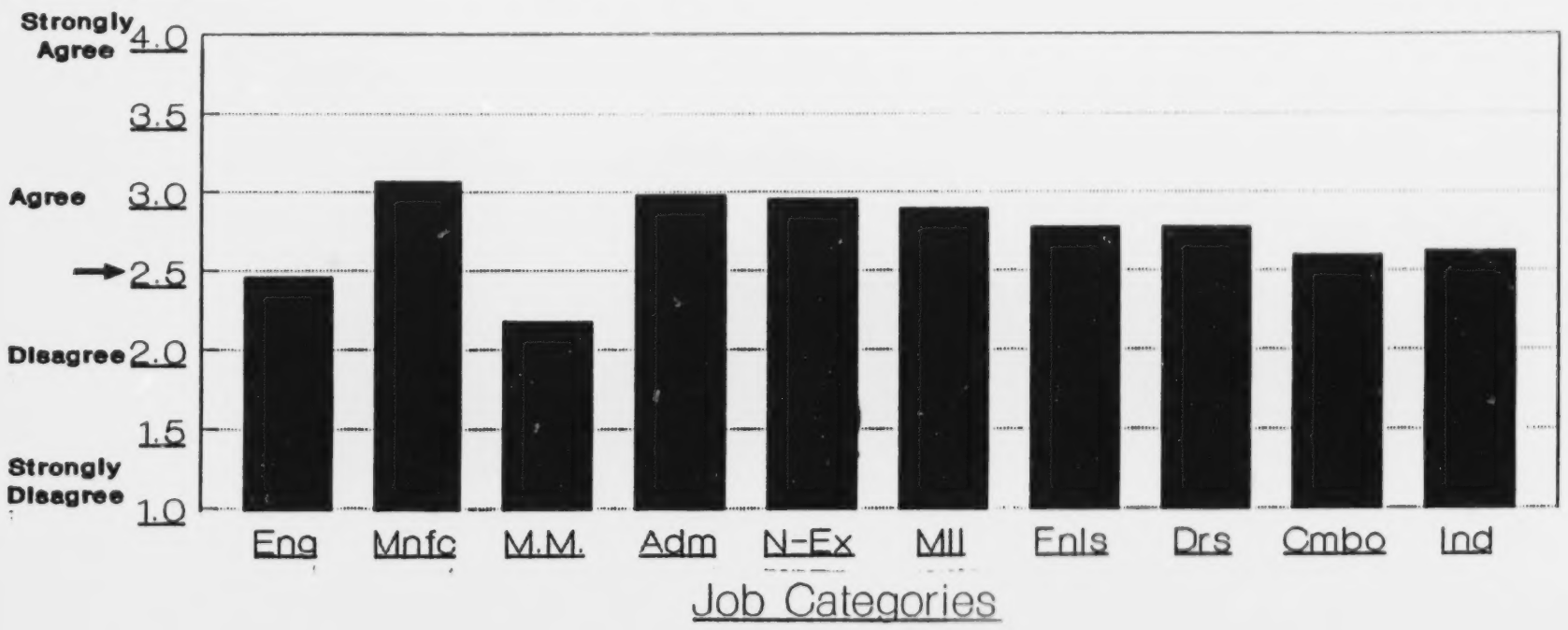
Amaco Culture Survey, Spring 1988

Management Effectiveness: Average Rating by Each Job Category



Amoco Culture Survey, Spring 1988

View of the Organization: Average Rating by Each Job Category



Amsco Culture Survey, Spring 1988

AVERAGE RATINGS BY EACH JOB CATEGORY FOR EACH CULTURE DIMENSION

Differences in the survey results were found between the average culture dimensions rating within each of the ten job category. Pages 23 through 22 show these data. Each of the six culture dimensions are shown on these pages with the average ratings on that culture dimension for each job category. The high and low culture dimension ratings within job categories are as follows.

Job Satisfaction
- High - Non-Exempt (+)
- Low - Combos (-)

Work Efficiency
- High - Non-Exempt (+)
- Low - Combos (-)

Training and Development
- High - Manufacturing (+)
- Low - Material Management (-)

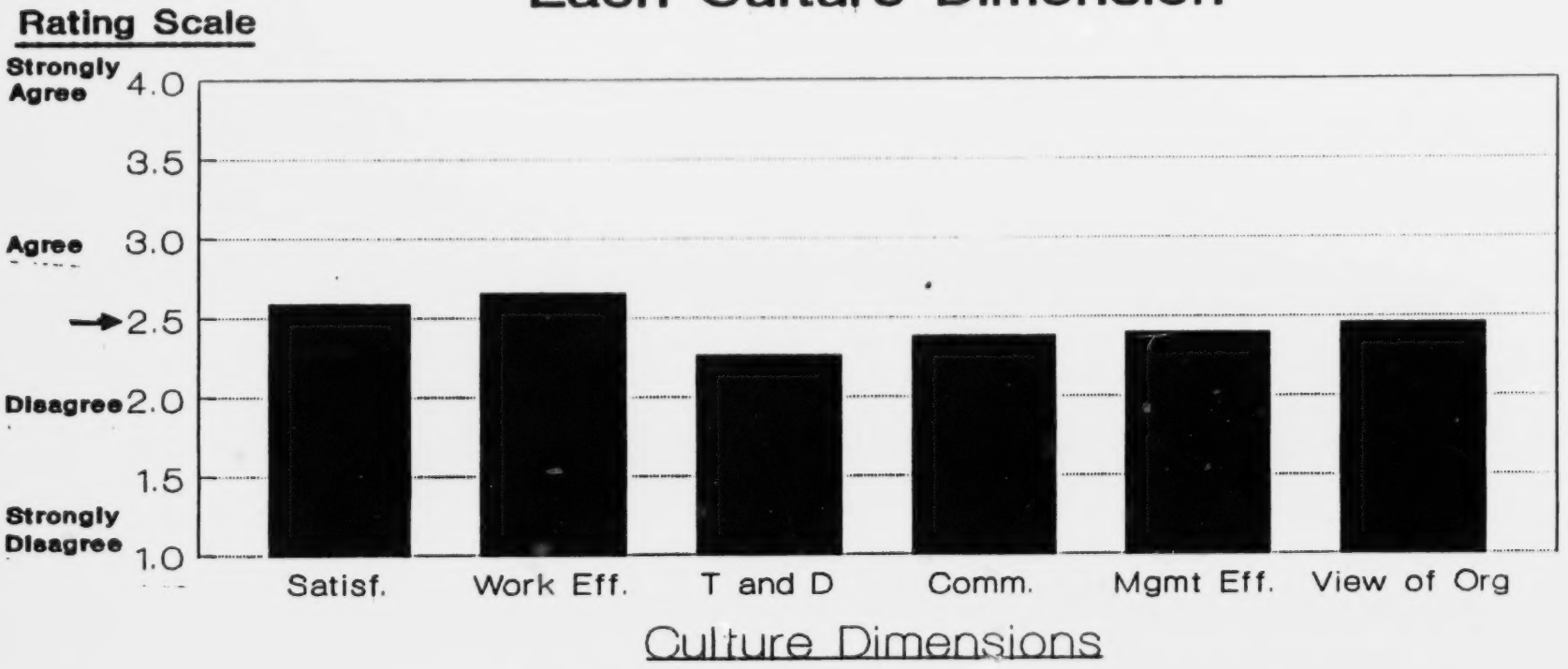
Communication
- High - Administration (+)
- Low - Engineering (-)

Management Effectiveness
- High - Manufacturing (+)
- Low - Indirect (-)

View of the Organization
- High - Manufacturing (+)
- Low - Materials Management (-)

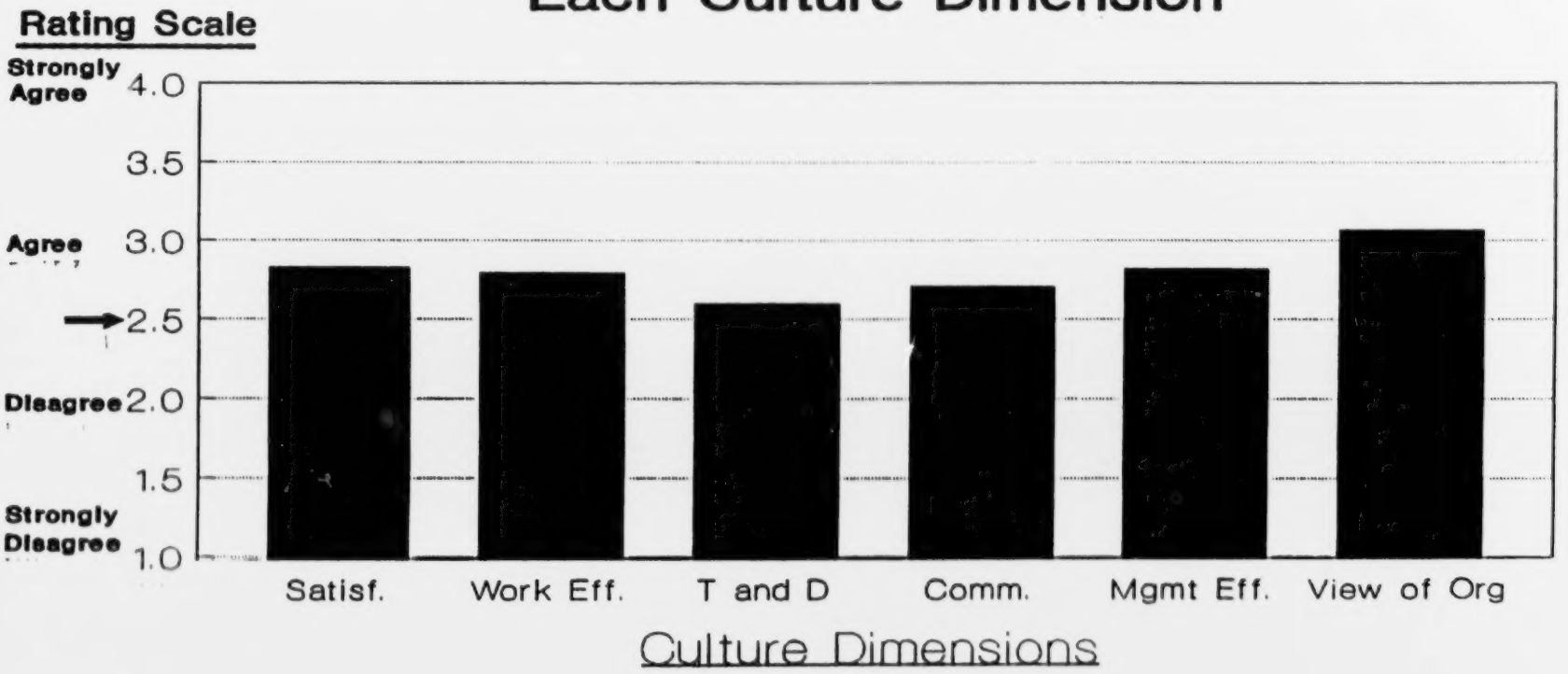
Page 33 shows the average ratings on the six culture dimensions for job category on one chart.

Engineering: Average Rating for Each Culture Dimension



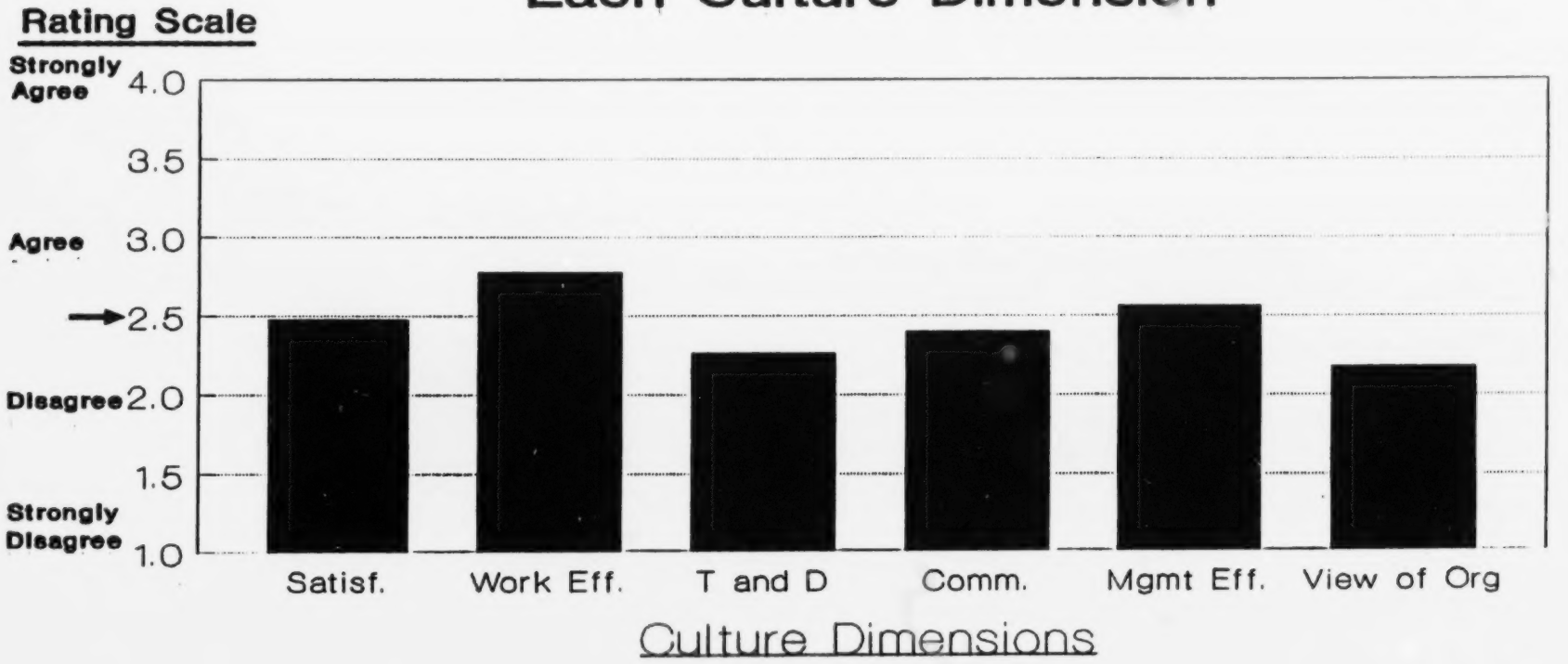
Amaco Culture Survey, Spring 1988

Manufacturing: Average Rating for Each Culture Dimension



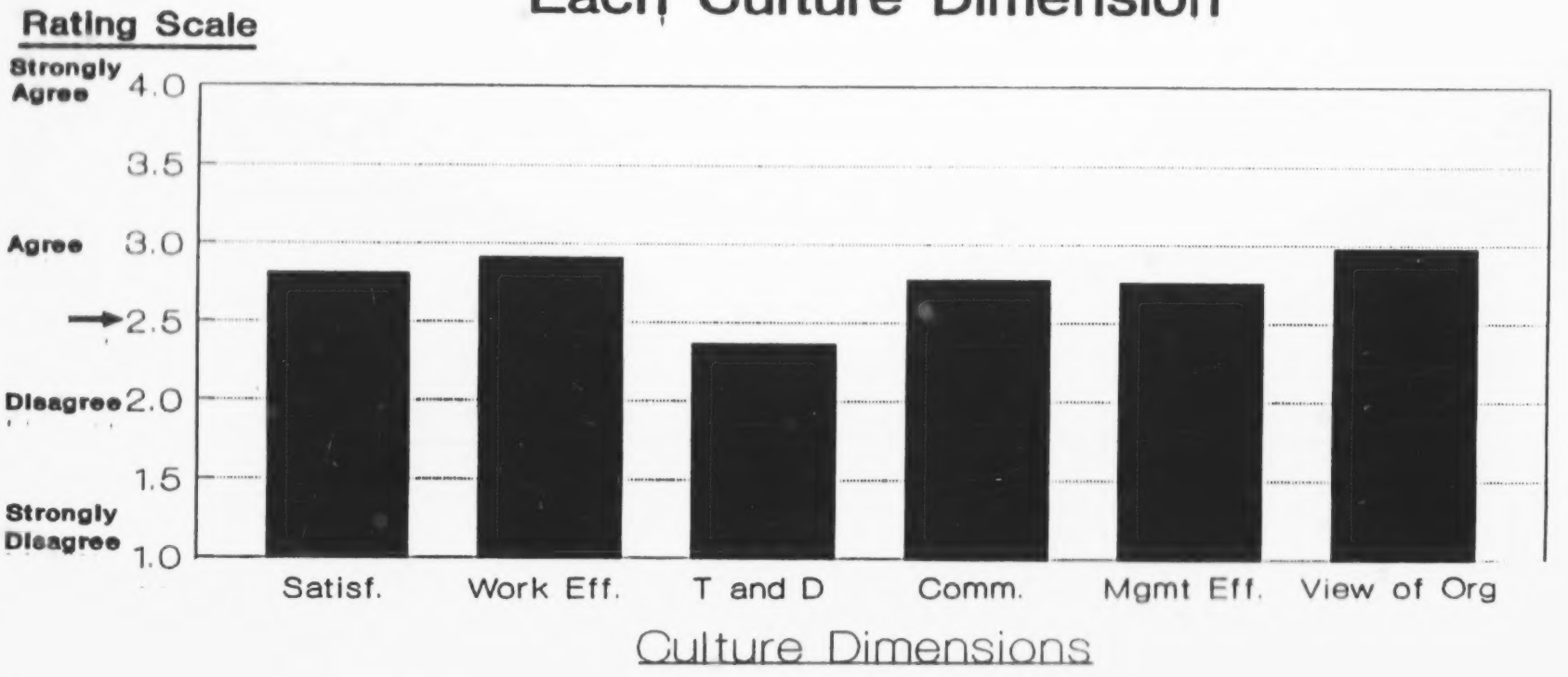
Amsco Culture Survey, Spring 1988

Material Management: Average Rating for Each Culture Dimension



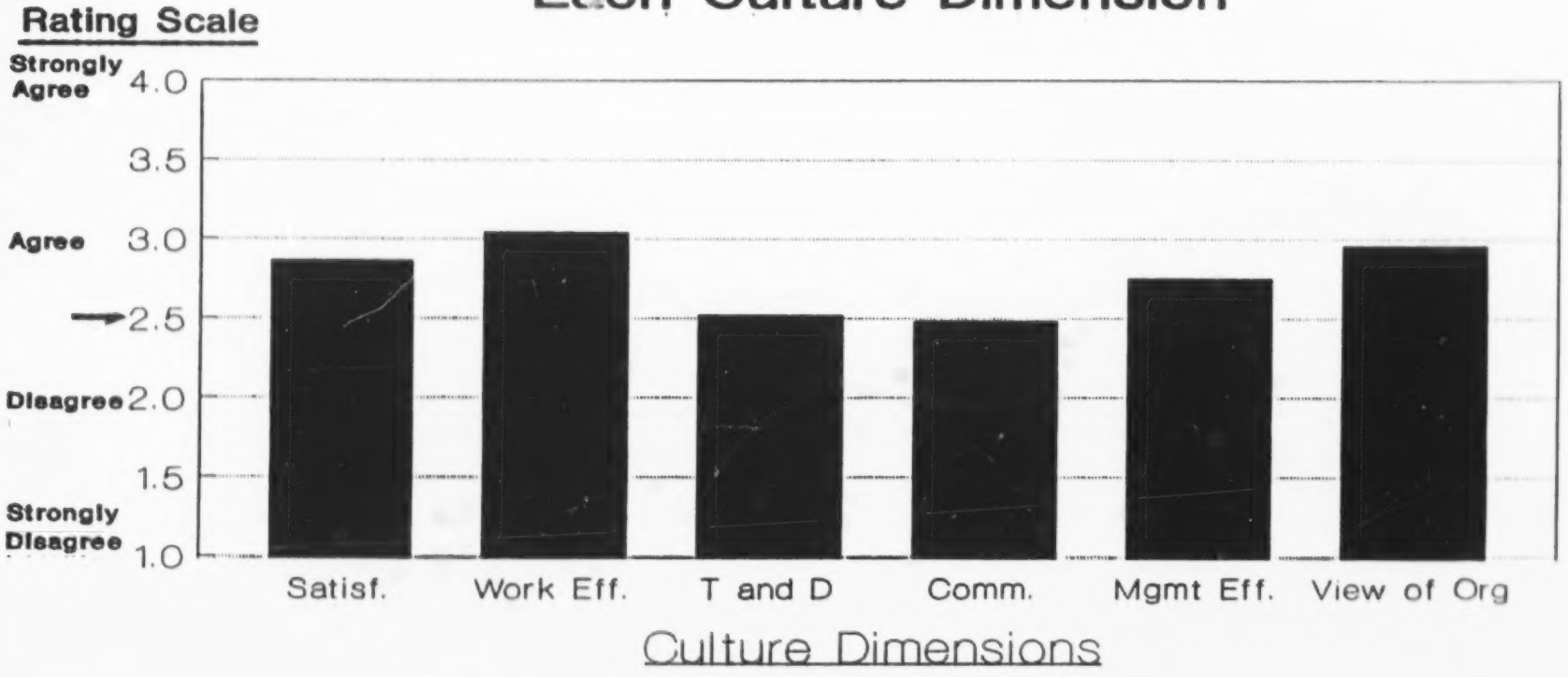
Amaco Culture Survey, Spring 1988

Act./Per./Gen. Admin: Average Rating for Each Culture Dimension



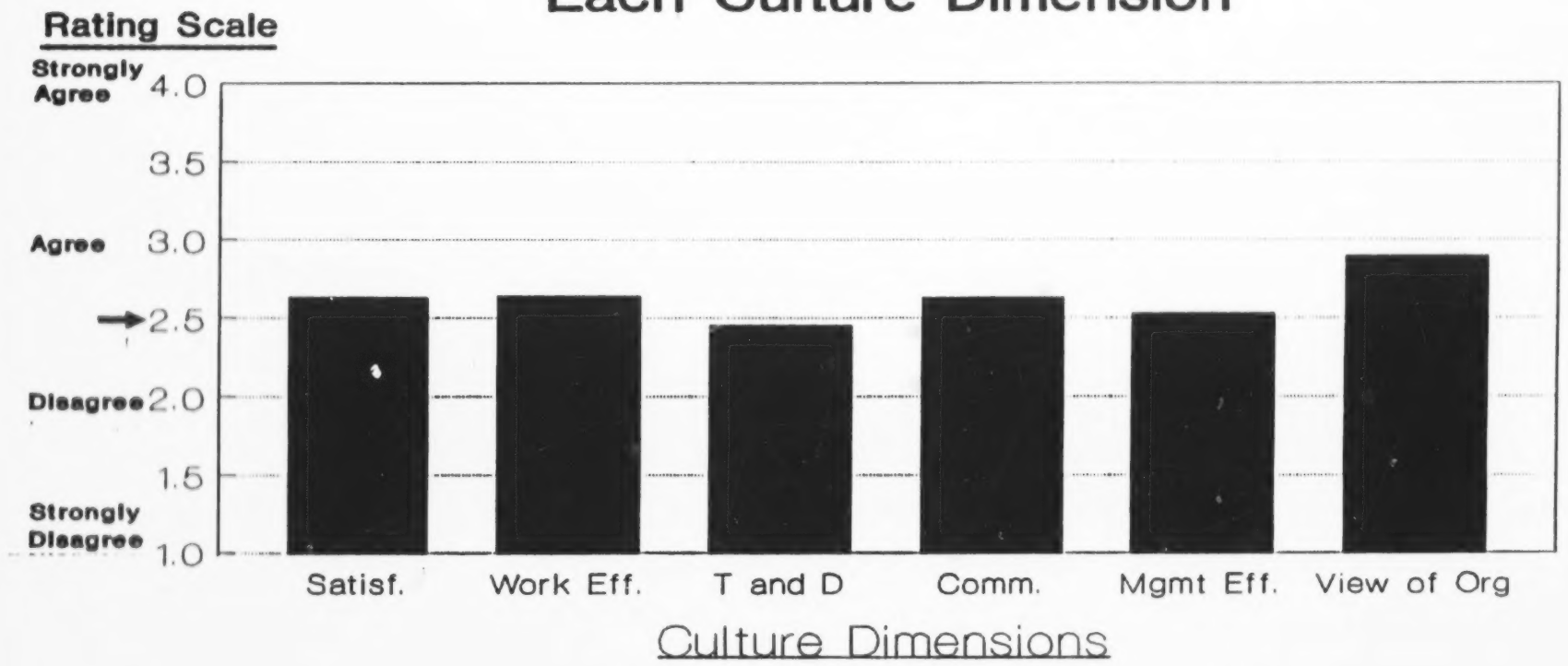
Amsco Culture Survey, Spring 1988

Non-Exempt: Average Rating for Each Culture Dimension



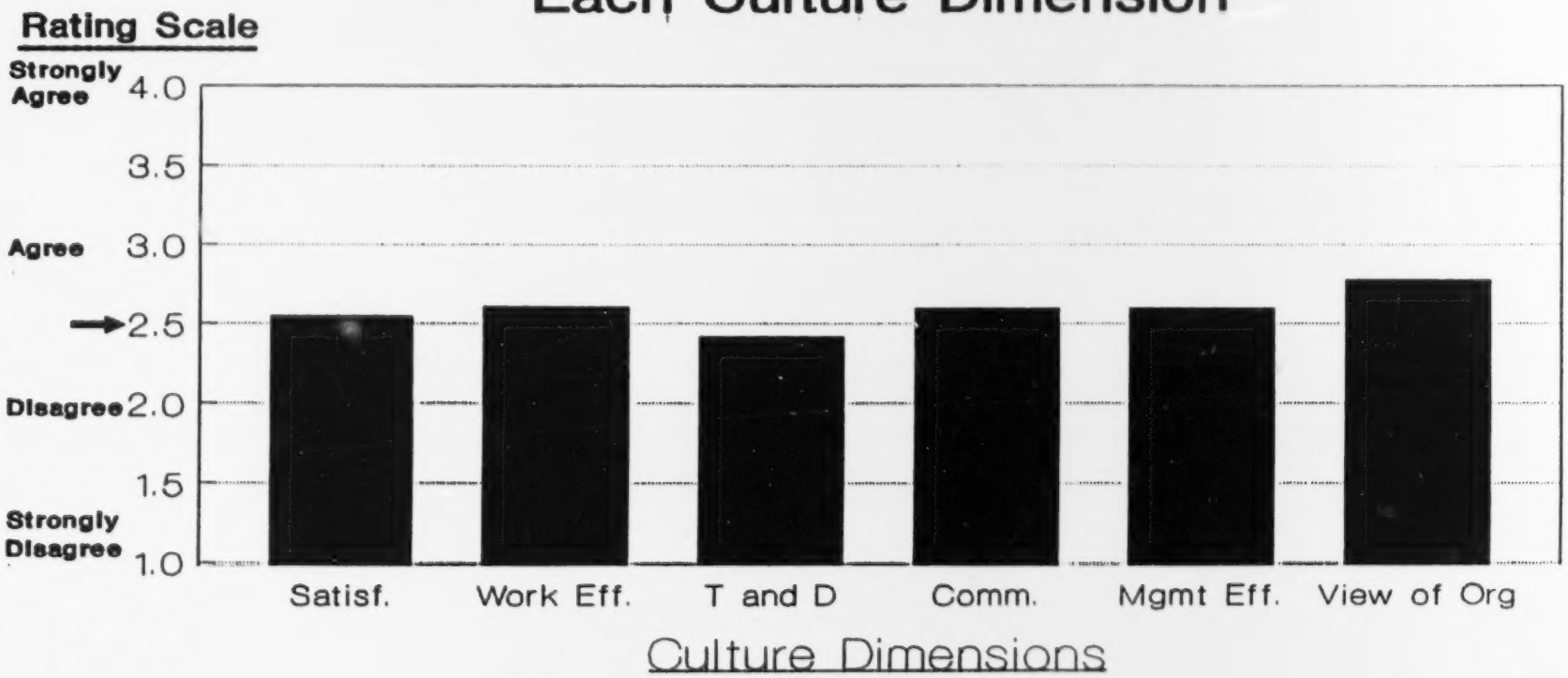
Amaco Culture Survey, Spring 1988

Mills: Average Rating for Each Culture Dimension



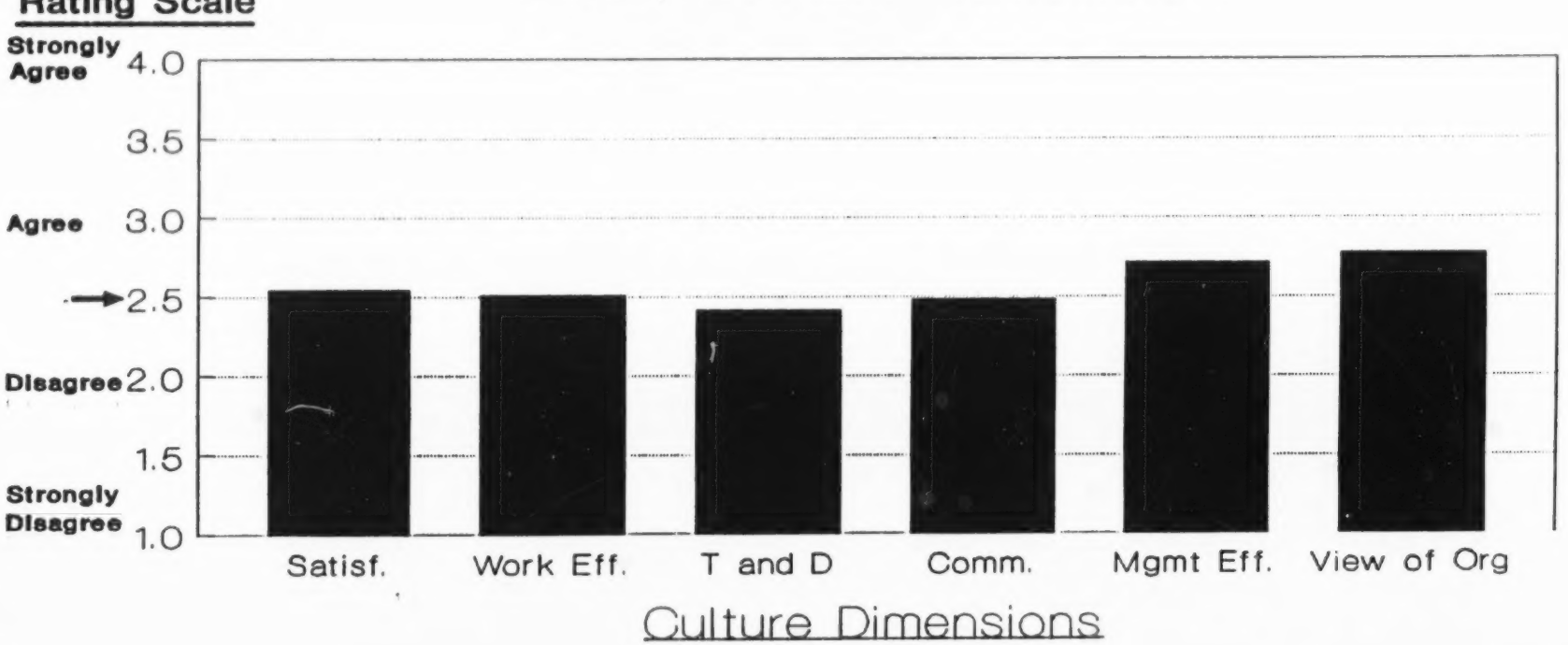
Amaco Culture Survey, Spring 1988

Finals: Average Rating for Each Culture Dimension



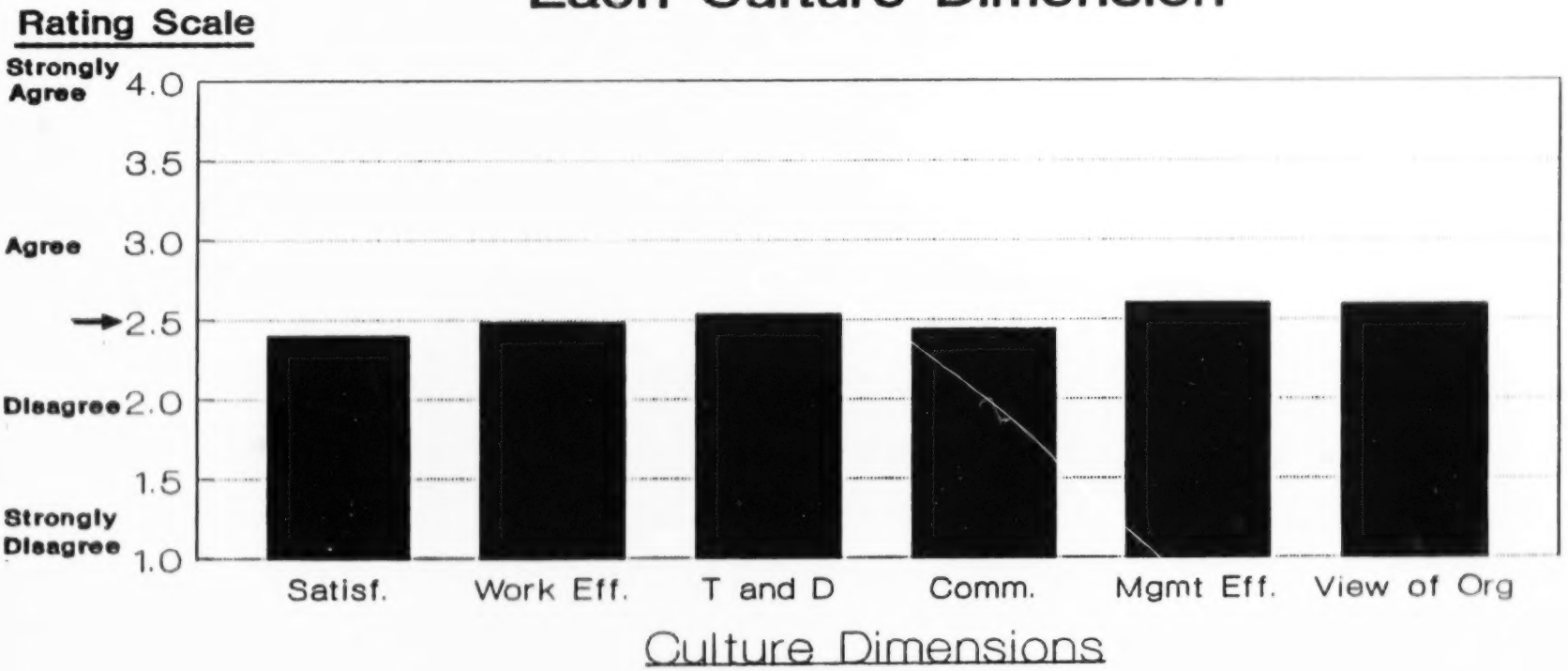
Amsco Culture Survey, Spring 1988

Doors: Average Rating for Each Culture Dimension



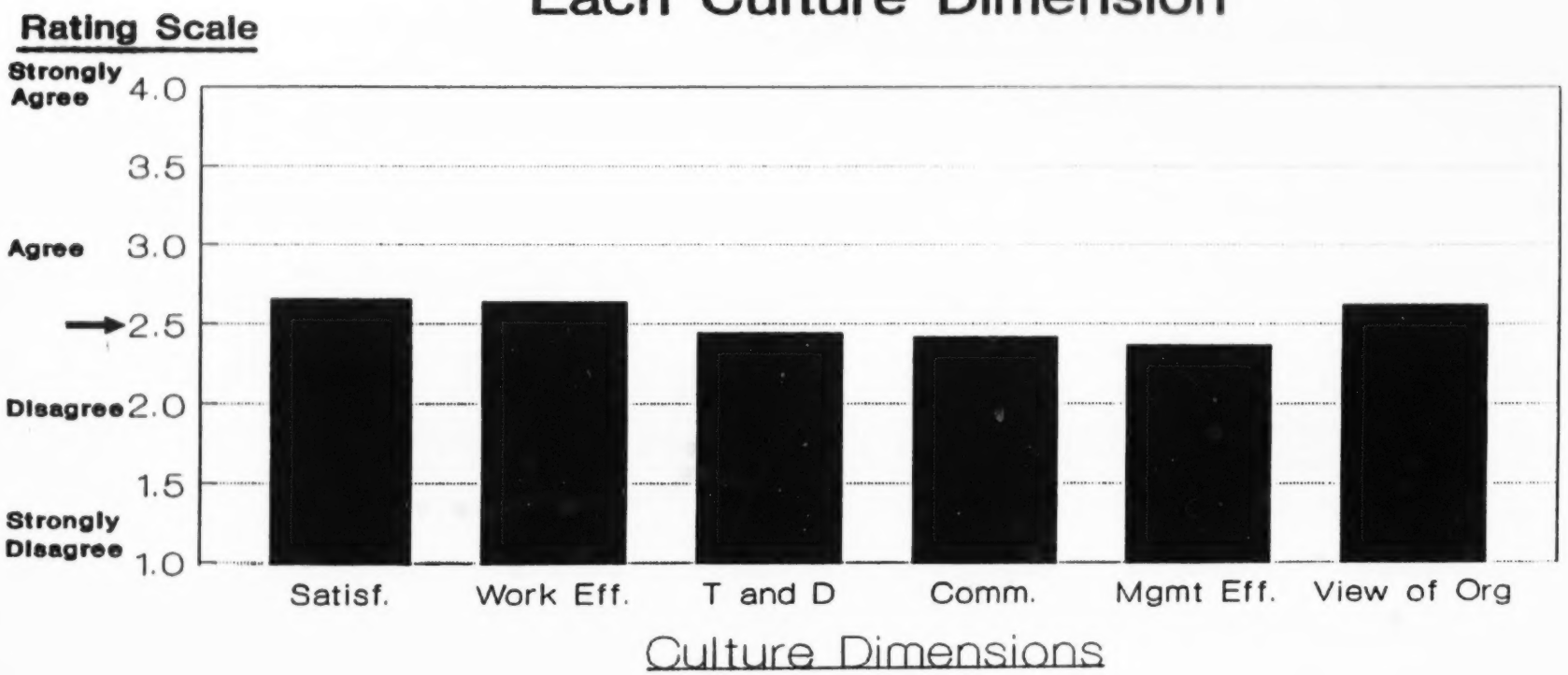
Amsco Culture Survey, Spring 1988

Combos: Average Rating for Each Culture Dimension



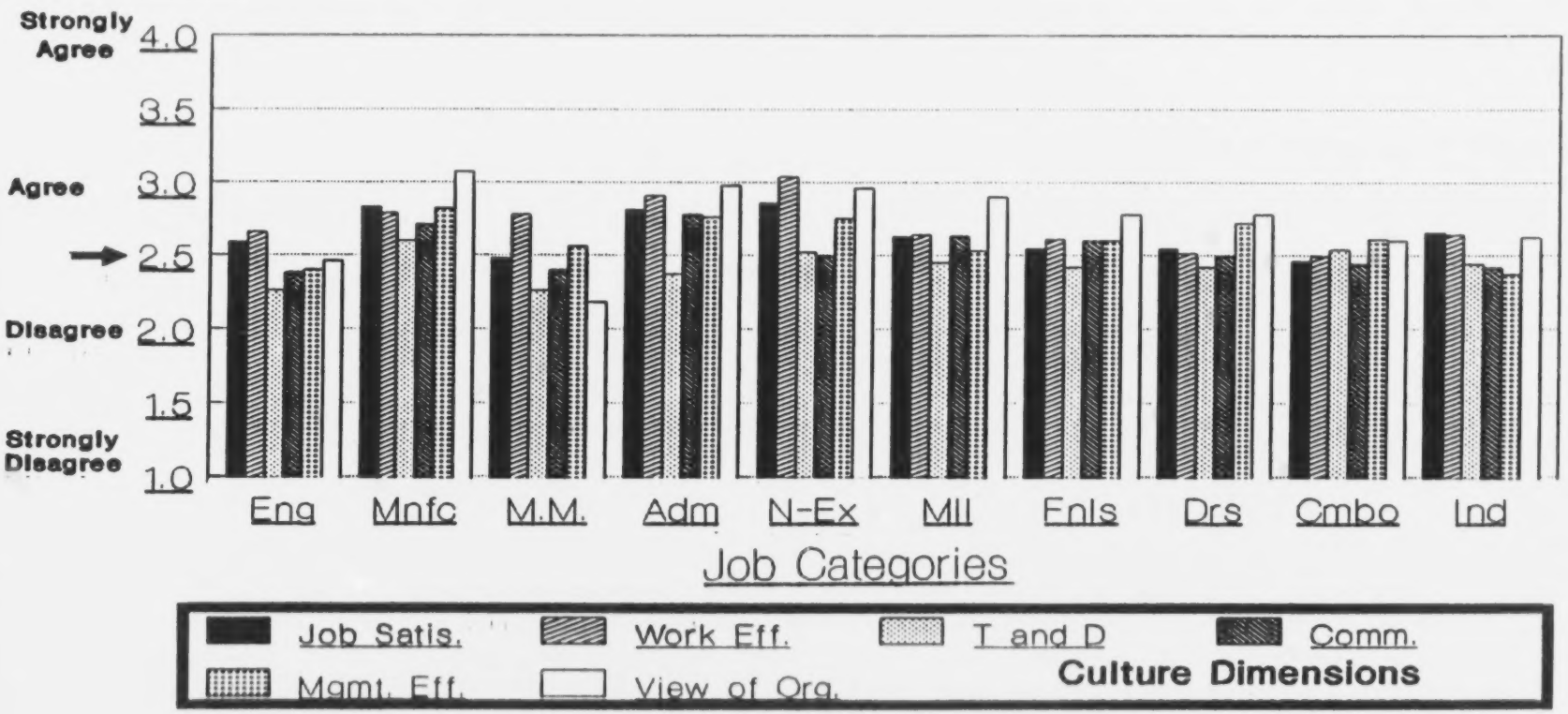
Amsco Culture Survey, Spring 1988

Indirect: Average Rating for Each Culture Dimension



Amsco Culture Survey, Spring 1988

Average Culture Dimension Scores For Each Job Category



Amsoo Culture Survey, Spring 1988

ANALYSIS OF WRITTEN RESPONSES

The last two items on the survey asked for written responses. The items were "What do you like best about AMSCO?", and "If you have any comments on any items, place the number of that item below, followed by your comments:"

The question "What do you like best about AMSCO?" had responses from 152 employees. The responses varied, with some employees identifying very specific things that they liked and some giving more general responses such as "good place to work." What employees most commonly identified as best about AMSCO are the people with whom they work, the cleanliness of the plant, the wages and benefits of the job, and the changes that are taking place at AMSCO.

The second open-ended item was "If you have any comments on any items, place the number of that item below, followed by your comments:" Eighty surveys contained responses to this item. Most surveys had fewer than three comments. Again, the responses were varied. While many of the comments addressed specific items, there were also a number of comments that did not address specific items.

The comments about specific items were categorized according to the item. The item with the most responses was #46, "Within AMSCO there are good opportunities for those who do a good job." The nine comments on this item all expressed disagreement with the statement.

Items #56 and #59 each had five comments. For item #56, "My supervisor is good," each comment described problems with supervisors. For item #59, "I think my performance is judged fairly," the comments described how job performance is unfairly judged.

Items with specific responses were also grouped into survey dimensions for analysis. The survey dimension with the most responses was Training and Development. The general themes of the responses in this dimension are that job promotions that are given based on criteria other than job performance or capability, and

the lack of quality training.

The comments that did not address specific items were grouped together. Some of these comments describe perceived unfair situations, some offer comments about the survey instrument, and some offer suggestions for improving AMSCO.

WHAT DO YOU LIKE BEST ABOUT AMSCO?

- My department.
- It's a very clean factory - my fellow workers.
- They never lock you out.
- For the area its one of the better paying factories - As a job goes I have to work somewhere- I've been here to long to start over.
- Payday & Friday at midnight.
- Most often they treat the employees well.
- ?
- I have done a good job for the company and when I have had a chance for a job change it makes a difference which the company takes into consideration.
- Holidays and weekly paychecks.
- The well-day system. Being able to use individual vacation.
- The pay rate is very fair. People generally get along well, the ability to work individually as well as a team to help further the company's goals.
- One of the cleaner factories to work in. Ability to divide vacation into single days.
- The benefits such as insurance, ???olk, improshare, and pension.
- The opportunities to advance are there if you take advantage of them. Also the people.
- They are fair with the people.
- It is willing to make a change to become a better and stronger company.
- Security.
- Paycheck.
- Its clean. New boss Jim ?
- AMSCO has made a turn around toward its employees over the years, a good employee has job security.
- Wages - steady employment.
- Clean place to work. Pays well.
- My work
- Benefits are fairly good - could be better. A fairly clean place to work.
- AMSCO has been good and fair to me, and a fine place to work.

- It's location in N.W. WI. so that people in this area have employement without going to Twin Cities area.
- Nice place to work.
- Clean place to work and the people are friendly.
- Pay Day - Fridays
- Pays well.
- Friday - Payday
- Thursday's & 3:30
- Its a pleasant place to work. Its boring at times have to do jobs I don't like to do, but try my best at it.
- The sporting activities.
- Improshare
- Sporting Activities.
- Clean place to work.
- It's safety conscience.
- I feel AMSCO workers and management are both down to earth people and everyone gets along with each other making it a pleasant place to work in.
- Well Days
- We have a lot of thing going on.
- My job.
- Recently we seem to work as a team.
- Improshare and vacation.
- Its a job that should be available for some time.
- Clean working conditions.
- Good place to work.
- Safety program- Amsco really cares about the safety of their employees, at home and at work. I don't know of any other company that cares so much about safety.
- Some of the benefits
- The benefits.
- The employees are great people, fun, easy to get along with.
- I think you get paid fairly for the quality and type of work done here- and it is the cleanest companee around.
- Most of the people that work here are freindly and easy to get along with.
- The people I work with.
- On my shift (3 to 11) the people are friendly and I feel that we work well together.
- The environment.

- It's the cleanest place I ever worked.
- The workers on the floor are usually friendly and fun to work with. They are easy to get along with.
- The benefits are good.
- fair to all employees. Advancement is posible if a good employee is willing.
- How everything operates.
- Work is available year round. With the voluntary lay-off I'm not forced to go on unemployment.
- The work I am doing and the pay is fairly well.
- I like my job & what I do, but things go wrong & I don't feel comfortable talking to my supervisor.
- It's a clean place to work. Fringe benefits are better than other places.
- Security/ ??olk plan/ safety/ cleanliness
- clean, good wages.
- clean place to work, some nice people to work with
- clean safe place to work
- activities that are held outside of work
- working with some of the people
- job security
- Most of the people I work with.
- The pay.
- The people make it a fun place to work.
- It's a steady job.
- Vacation days - well days- holiday pay
- Nice and clean. Very nice co-workers. Real nice general manager he cares!
- Clean work environment.
- The people
- The job has a secure future and changes are starting to be made.
- Company sponsored activities, people I work with.
- A job.
- Just the people.
- Good place to work and the people, most of them.
- That it does think about its employees!!
- The pay and the clean atmosphere usually.
- My job and our benifits.
- clean

- some people, my work, & day shift
- A good clean place
- I feel I have some security and the pay isn't bad for what I do. Some benefits (such as 4 weeks vacation and well days) are good. I would definitely like to continue working here, especially if somethings are corrected.
- Its a job I feel secure in having
- Benefits, paved parking lot
- Working conditions and the way we keep moving on in the business world.
- The changes we are going through make it interesting.
- The people on the floor.
- The people.
- Everyone is treated the same and fairly.
- The people
- I like the clean plant.
- I don't really know right know because I don't like my job I have and my hours I have to work.
- The people I have to work with and for. Pay scale. My job itself.
- Being able to give ones ideas about improvements and being rewarded for them at the same time.
- They have never cut my hours. As long as I keep my nose clean I feel I will always have a job.
- No comment.
- Position I hold is exciting, never dull.
- All the activities that we have going and the people in general are very friendly and easy to get along with.
- Recently, the fact that plant and office employees are beginning to work together. Overall the people at AMSCO are what keeps work fun.
- The pay is good for the work that is done unlike most companies.
- Family outings.
- Friendly people - good benefits
- Working with the people I do.
- Most of the people are fun and easy to get along with at work and away from work.
- AMSCO appears willing to grow and change - not satisfied with merely existing.

- The company cares about the employees & takes cares of them.
- The people.
- The people that you work with.
- It is a very good environmental place to work at. Good advancement fields to foreward yourself at. People are very pleasent to work with.
- The freedom to do my job.
- Young aggressive management style.
- Good benefits
- The supervisor and department I'm with are rally easy to talk to - and we try to get the problem resolved as soon as possible.
- We now have a people-oriented general manager.
- The employees.
- It's size in terms of number of employees, Its security with Andersen and its location.
- Nice environment to work in. People have good work ethic.
- People
- Small Co. - Lets you get involved in a variety of activities.
- People - generally get along well with one another & engender a real care & concern for others.
- Progressive thinking - MRPII, JIT, SPC, etc.
- The challenges/opportunities given to me at this point in my career. One normally doesn't get these opportunities in a larger company.
- The freedom to say what I want and not have to worry about
- clean work environment- safety programs.
- people
- I enjoy very much working with the people on my line and helping them improve their performance to, hopefully, get the promotions they would like.
- is a safe, clean and fairly good on wages in this area.
- ability to keep progressing
- performance on the job (means more in pay check)
- people are friendly
- employee benefit programs, ?olk - insurance-vac-etc.
- growth - people - area located
- the chance to work on a CAD system, and the potential for advancement
- Location, and size of the company. A person should be able to make a difference.

- Many good people, good work environment, fairly good opportunities for good engineering, good pay and benefits.
- AMSCO is trying to keep pace with world class manufacturing. They do not stand still. This concern for a better tomorrow is good.
- The friendliness
- The people.
- The opportunity to try new things within my realm of authority (i.e. develop new program)
- The excitement of a manufacturing environment & the friendly fellow workers.
- Supervisor is one of the few who believes in developing and improving his employees here at AMSCO.

COMMENTS ON ITEMS

SURVEY DIMENSION : **JOB EVALUATION/JOB SATISFACTION**

CATEGORY DESCRIPTION : Are employees satisfied with their jobs? Are their jobs rewarding? Are they recognized for work quality? Do employees feel secure in their jobs?

COMMENTS ON SPECIFIC ITEMS: (NOTE: Comments were recorded verbatim and grouped according to the item they address. Each individual comment begins with the symbol •)

7. Management gives me credit for my good performance on the job.
   - "Some" people are recognized. Some people are also rewarded. there seems to be a "gap" between departments caused by the ability of each supervisor to use their own discretion.
   - Relies too much on perception by others - "Guilty" & no chance to defend myself.
   - I think positive reinforcement is necessary to develop good workers.
   - You get a good review but no money to back it up.

8. The employee evaluation and review is helpful in improving my performance.
   - Generally will let me know who's ass has to be kissed.
   - Waiting a year for a new employee is demoralizing -VERY

12. I am being paid fairly for the work I do.
   - Amsco needs to consider bumping up salaries. Because Rice Lake is a small town it doesn't offer as much as a big city. Something should be done to not only attract new employees, but keep the ones we have at Amsco. Money is a motivator and is something that would keep employees from looking elsewhere.
   - [Temporary employees do not] get paid for what they do.

- Amsco pays it male expemt a "bread winner" wage & its female non-exempt "a second income" "cracker" wage. The disparity is thousands of dollars not hundreds.

21. My supervisor usually gives me credit for work well done.
    - Credit is verbal only.

26. I understand how my performance on the job is judged.
    - Temporary employees do not get an evaluation.
    - I feel the raises aren't given fairly to the people performing the job. The guy that does little as possible gets the same raise and benefit as the super worker.

39. I am doing something really worthwhile on my job.
    - There are times when my position is taken advantage of by my Superviser and Leadhand
    - Could be but spend too much time chasing tails - poor management decisions.

59. I think my performance is judged fairly.
    - Leadhands are judged by what the entire department does - even though the shift they are on may be doing a great job as far as efficiency quality and scrap goes. They can be marked down on the basis of what the other two shifts have done.
    - Evaluating people does not really take into account everything that goes on because of direct and indirect time.
    - I run a slow machine with high standards while others run faster machines with lower standards.
    - Poor system of judging performance - some people have harder time making standards because of poor workmanship of other people, or bad machinery.
    - No - manager rely to much on perception and rumer

SURVEY DIMENSION: **WORK EFFICIENCY**

CATEGORY DESCRIPTION: Is there cooperation among and within departments in the company? Is there a good attitude? Are work procedures appropriate? What is the quality of work performed? How efficiently is time used?

COMMENTS ON SPECIFIC ITEMS: (NOTE: Comments were recorded verbatim and grouped according to the item they address. Each individual comment begins with the symbol •)

5. The equipment with which I work is usually in good condition.
   - The equipment is in poor condition and the result is poor quality. "You can't make a silk purse out of a sow's ear."
   - We are limited to the equipment we have to use.
   - Equipment is worn out and is used by too many unskilled people.

11. Many employees in my department have good attitudes toward their job.
   - One person in our Dept. I don't think is as efficient as he should be.
   - Most like their jobs but resent poor management.
   - Attitudes is general are poor, & criticism is contagious. Some people should be counselled about their bad attitudes, & even disciplined

14. My supervisor has enough authority to get the work done.
   - Yes but doesn't use it
   - But the engineer manager has too much control - he essentially approves most of the details that could be handled by any of a dozen people under him.

18. The people in my department cooperate with each other to get the work done.
   - Still working on it, but making good progress.

29. There are enough suplies/resources available for me to do my job.
    - Could do better job with better equipment

45. My department operates efficiently.
    - run out of parts
    - The department has so many machines that are always breaking down. They are outdated badly!

57. The quality of work done in my department is excellent.
    - The quality is good for what we have to work with
    - More out in the inventory (checking)
    - Our quality is poor because of miter ?ops, can't get it solved.
    - Quality in my department is as good as it has ever been or can be yet, management keeps expecting miracles.
    - I think my dept. does quality work but who is excellent?

58. The procedures we use in AMXCO make it easy for me to do a good job.
    - Not enough people to get the product out. The way they figure output now is real hard to achieve.
    - Procedure is OK , communication between depts is bad

SURVEY DIMENSION: **TRAINING AND DEVELOPMENT**

CATEGORY DESCRIPTION: Are employees adequately trained and retrained? Is the training useful? Is it available when needed?

COMMENTS ON SPECIFIC ITEMS: (NOTE: Comments were recorded verbatim and grouped according to the item they address. Each individual comment begins with the symbol •)

1. New people receive good orientation to their job.
   - Most of my concerns are about the training I received when first entering my job - This items seem to be improving & are being addressed.
   - Training should not be done by employees, there should be a specific person and a specific program for training.
   - I think our department does a good job at training new employees, but most of the other depts. don't.
   - When I was training in on my new job, the person I was training in with wasn't that great. I don't know if he was afraid I would take it over or what.

9. Management is interested in preparing people for better jobs.
   - Never talked about.
   - I do not feel Amsco cares to promote women. Especially women who are also mothers. I believe they do not feel we can do a good job as managers. They do not realize how much we have already proven we can manage by the number of responsibilities we already perform. They promote us and tell us that it is a lack of education as to why we are ranked at lower labor grades then when a man previously held that position. Isn't a job a job no matter who does it?

20. Employees are given enough time to learn things before they are expected to use them.
    - When I was being trained in the person I was training with was gone a lot
    - Employees don't seem to get the right type of training in other departments but so far it has been good in mine.
    - We have had a few injuries in the past year due primarily to lack of training, usually on the first day on a new job.

23. I receive training on the job that qualifies me to transfer to another position or be promoted.
    - It is hard to get a better job when it seems that they (management) know's who they want before the posting goes up.
    - Promotions are based on seniority, not job performance. Promotions not based on seniority are awarded to the person the supervisor wants to give it to.

33. Training is done on a "hit or miss" basis.
    - Some jobs are a hit and miss.
    - Training is a joke in my department.
    - Looking at problems now in the past it was hit or miss.

43. The specific job training that I did get was well delivered.
    - This has already started to change for the better.
    - The training I received was not enough for the job as far as set-up and change overs. I believe the lead-hand could have covered it better.

46. Within AMSCO there are good opportunities for those who do a good job.
    - There might be room for advance if you brown nose enough.
    - Good job of what? Brown Nosing!
    - Most posting that are avalible to sign that are job grade 6 or better. There seems to be a person alreddy that already has the job due to production management(S.G.)
    - Even if you do a good job, they usually go to the outside and hire college graduates with no work experience.
    - I think personal growth is very limited within the company.

- Discirminatory in some selections made for promotions and hiring practices.
- Never addressed.
- Just to do a good job is not always what opens opportunities. Promotion is given more on perception, formal education, and length with company. There seems to be a hap-hazard way of structuring management within this department. We'll structure one way, try that for awhile, then change and try something else. There is a real need for consistancy and stableness. Obvious structural changes for the good of the company are not made.
- Prior training, not in the plant, seems to be more important to getting a better job than good evaluations and attendance records.

48. Training helped improve my performance on the job.
- I've had little or no training - I've had to rely on outside sources for any training of value.
- Experience helped.

51. Training is available when I need it.
- I would like to see training become avaliable for people that would like to learn more about a job they are not on even if it would be on their own time.

SURVEY DIMENSION: **COMMUNICATION**

CATEGORY DESCRIPTION: Is there sufficient communication? Is it accurate and timely? Are employee opinions valued? Is communication one-way or two-way?

COMMENTS ON SPECIFIC ITEMS: (NOTE: Comments were recorded verbatim and grouped according to the item they address. Each individual comment begins with the symbol •)

17. Completing this survey is a good way to let management know what I think.
- Completing this survey with no additional comments is likely a waste of time because the questions are either vague or "loaded"
- Do something about it - don't sugar coat results.

19. Management gets the thinking and opinions of employees.
- This is the new approach - hope it keeps up
- Mgmt. gets your opinions but they talk you back around in a circle, so you are right back where you started. So it doesn't do any good to say anything.
- They get the opinions but staff doesn't react, just talks.

22. We hear about important decisions or actions first through the grapevine.
- We usually hear about what is happening just thru rumors out in the plant.

27. Saying what I think will likely create problems for me in AMSCO.
- Speak up and get labeled as a "BITCH" - happens all the time.

50. False rumors are heard frequently.
- When rumors are heard Man. has in the past over reacted.

52. Management listens to what I have to say.
- Yes, but what do they do.
- The hourly force walks on water - the non-exempt force gets walked on.

SURVEY DIMENSION: **MANAGEMENT EFFECTIVENESS**

CATEGORY DESCRIPTION: How is management viewed? How is the immediate supervisor viewed? Are they competent? Do they make good decisions? Do they provide the kind and amount of support that employees need to perform the work?

COMMENTS ON SPECIFIC ITEMS: (NOTE: Comments were recorded verbatim and grouped according to the item they address. Each individual comment begins with the symbol •)

13. My suggestions are not likely to be taken seriously by management.
    - Sometimes, it seems that management doesn't have enough time to look into problems that are brought to their attn. and you don't hear a word back from them.

30. My supervisor is respected by the employees in my department.
    - Not an honest person - is mean & hateful. Makes life miserable & sometimes unbearable.

38. Management generally does not understand the problems and needs of my department.
    - Staff does not investigate the problems, just reacts on "perceptions"

41. I think management will act on most of the issues brought to its attention through this survey.
    - If history is an indicator, staff will worry over perceptions and do nothing.

44. Management is generally respected by employees.
    - Mgmt says one thing - does another.
    - Because they don't get rid of "slugs"
    - Management is not generally respected since a few people in management hurt the total as a whole.

47. Management provides me the direction I need to carry out my work.
    - My supervisor never listens to any suggestions made by me personally.
    - Part of management provides the direction we need, other parts keep us from improving. Since Jim Gilliford I have seen a great improvement in many areas. Too bad more of management isn't like him. Maybe Steve Gagner should be sent somewhere to learn to work with all people!!
    - Direction from supervisor. None from staff.

53. My supervisor frequently fails to pass on the informtion I need to do a good job.
    - Some people are allowed more time than others. 7-4 cartoners on day shift - 3 on night shift, yet production is still about the same and we don't seem to get credit for doing it with one less man.

56. My supervisor is good.
    - Good when they are available to us.
    - Supervisors are told what to do whether or not it is right.
    - Supervisor talks to employees about other employees. (Bad)
    - My supervisor is very quick tempered and will not listen to suggestions.
    - My supervisor doesn't support his people as needed!

SURVEY DIMENSION: **VIEW OF THE ORGANIZATION**

CATEGORY DESCRIPTION: How do employees view the company? What is the perceived image of the company?

COMMENTS ON SPECIFIC ITEMS: (NOTE: Comments were recorded verbatim and grouped according to the item they address. Each individual comment begins with the symbol •)

3. AMSCO's future is very secure.
   - No company's future is very secure

16. I want to work for AMSCO as long as I can.
   - I went to work in a factory for lack of something better. There aren't a lot of opportunities for advancement.

24. What AMSCO says it will do and what it does are the same.
   - I couldn't answer this one fairly.
   - Staff are not implementors - just criticizers

32. AMSCO makes too many changes too quickly.
   - It's hard to keep changing the way we do our jobs but I believe it will be for the best.

34. For me, things are getting better in AMSCO.
   - Some things are better, some are not
   - Things are getting better at AMSCO, but there is still a lot of room for improvement.

40. I would rather work for AMSCO than for most other companies.
   - Not enough exposure to correctly answer
   - If there were a dozen large companies with engineering departments in the area, I would consider them.
   - because of wages and steady employment

42. I would recommend AMSCO as a good place in which to work.
   - It would depend on the person asking. I think only certain types of people fit in here.

- AMSCO is a good place to work if management were better trained on how to deal with people.
- If you just do your work & don't get involved in anything your ok.

60. Management cares about the well-being of employees
    - It appears management cares, some lip service.
    - Must have good follow-up after survey
    - Management has gotten better but has a long way to go there is a lot of favoritism towards certain employees as far as job postings and being fair to other employees.
    - Well being at work only, very little outside of work, medical coverage.

Responses that were not item specific.

- Indirect labor does not get the respect it deserves.
- The supervisor is usually to preoccupied with to many other things to take all his people into acct.
- #13,#19,#52 Only certain people in the plant visited daily by management.
- 16 and 55 are the same
- Some of the questions should have had a sometimes answer #60, #52, #46, #37, #36, #32, #28, #27, #25, #19, #9, #7
- the old men in my department don't give a dam if work is done - they don't care
- I think when the minimum wage is raised, the rest of the plant should have an equal raise also. There are people here that have been here for a year or so and the new comers are starting at about the same pay. It is not fair.
- Rules are bent for certain people. People are used and used! They are pushed and pushed and still they are expected to do more. The people are expected to do 2 peoples jobs. If there efficiency falls they get warnings. If you voice your oppion and its not liked, you get a warning or worse If one person in mang. doesn't like you, you have no futher at AMSCO.
- people should help one another more often. You should be more fair. One person is one thing another is another thing.
- I would like to see a plant shut-down in the middle of the summer
- Why don't we have profit shares

- filling job posting 6-1- sucks! should be filled by the most senior person bidding for the job!

- I compare myself to some of the management and a lot of them make us on the line feel as though there so much better than we are. I just feel uncomfortable quite often. A lot of problems on the line are not being solved - supplies get to finals & they're in bad condition & we're expected to run them & catch what we can, but if they aren't cought right away it affects us not the people where the problem actually came from.

- I think our new system of employee input should have been given more time to work before this survey.

- Amsco evaluation program for indirect people isn't any good.

- no.'s 31 & 59 are basically the same in my opinion as to how I do my job. I feel that I have been wronged on my reviews the last 3 times and pushed out of 3 different jobs.

- Our supervisor is some of the problem. He talks at you not to you. He makes you feel like you are in a jail. He also doesn't understand the equipment he is supervising. How can a person be made a supervisor, and not know how to run machines under their supervision. And understand the day to day problems we encounter. When you try to talk to him about something it's hard to get it accrossed to him, before he gets mad. I don't think that there is anyone that understands the problems in roll form area, but the operators.

- To often Amsco asks for employee opinion then just does what they (Amsco management) wants anyway.

- We are held to make good quality with sub standard raw goods.

- Keep the priority dispatch list current.

- Amsco bases what they pay there employee's on what other company's in the area are paying - I feel what other company's are paying doesn't have anything to do with our line of work.

- Too much office politics and back stabbing among upper management. No support from upper management. Little credit given to non-exempts.

- Management has a tendency to listen to what are problems are but we sometimes get the feeling that nothing is getting done or that they were just listening as part of their duty not really hearing - why not promote from within- Management feels that college students can do a better job but it generally takes them 2-3 yrs to know whats going on which is lost time when there are well qualified people in house. Not all mgment. is working in the same direction some supervisors feel they can overrule someone else's policy just because they may be on the staff level.

- on many of the questions the answer fell between agree and disagree - should have been a neutral column.

- there should be a maximum time an employee is temporary before having to be made permanent.

- There were many questions in which I was undecided about - yet no undecided boxes were available.

- Why are some questions identical? example: #55 & 16, 7 & 59

- This questionare will hopefully show the differences between our work force 10 years ago to the present and how we need to change with the times.

- Too many cheifs not enough Indians!

- #55, #16 as long as it is interesting, challenging & rewarding

- #9, #51 AMSCO provides little encouragement for further training and education for professional people

- Note: This survey may be a good start, but is far to general to be of much use: Managers & supervisors should sit down with underlings and encourage feedback. Also there should be more review of " management" by the people they manage!

- 7,19,52,60 It seems to me that our manager is more interested in promoting himself instead of helping his people. Management in this company seems to have different rules for different departments, such as bonus for some but not for others in same grade level.

- 7,21, 11 - Credit is taken by staff level management throughout the division. This leads to the development of bad attitudes and a lack of teamwork. Promotions are based on personality type, who you party with, perception. I do not have adequate time to develop myself into other areas as there is always too much to do.

- AMSCO should promote within division.

- When management gets a new idea its full steam ahead on a very tight schedule, which dooms it to failure. No foresight and planning ahead

- There is a problem at AMSCO, briefly it is lack of motivation. People are expected to perform at a level far above average. There is no incentive besides "It's your job" or "That's the way it has always been done!" or "Because Andersen wants it"

  People need rewards for a job well done if they are expected to perform at an above average performance level. These rewards can not be given to "departments" such as efficiency dinners ect. People have to be recognized on an individual level. Even in team eforts people are still going to require individual rewards. There is another basic problem at AMSCO, we don't know what a reward is. We give money,

and trips and dinners and plaques, and coot and caps. Nice Try. It may even work for a number of people. What we are lacking is the personal touch. Supervisors and manager have to know their people. They have to understand what the people are doing before they can give them credit for a job well done.

People also need to know that the things they are putting forth extra effort on are really appreciated and needed. You can not expect people to produce at peak performance when the requestor isn't even sure why the request was made. I personally feel that with an executive staff of five individuals, where 4 have experience or training as accountants or MBA's, there is a chance in hell that motivation will happen by itself. We spend to much time looking at the bottom line and not enough time look at the resources that make it possible "PEOPLE' and what makes them tick "MOTIVATION"

Reference

McLean, G. N. (1988) Construction and analysis of organization climate surveys (Rep. No. 26). St. Paul: University of Minnesota, Training and Development Research Center.

APPENDICES

- **AMSCO Culture Survey Data Matrix - Spring 1988**

- **Tally Report of SURVEY Item Responses**

- **Coefficient of Correlation Between Questions**
  -- Grouped by Culture Dimemsions

AMSCO CULTURE SURVEY DATA MATRIX - SPRING 1988*

	Job Satis.	Work Effic	Train/ Dev.	Comm.	Mgmt. Effect	View Org.	Average
Engineering	2.59	2.66	2.26	2.38	2.40	2.46	2.46
Manufacturing	2.83	2.79	2.60	2.71	2.82	3.07	2.80
Material Managem	2.48	2.78	2.26	2.40	2.56	2.18	2.44
Acctg, personnel	2.81	2.91	2.37	2.78	2.76	2.98	2.77
Non-Exempt	2.86	3.04	2.52	2.49	2.75	2.96	2.77
Mills	2.63	2.64	2.45	2.63	2.53	2.90	2.63
Finals	2.55	2.61	2.42	2.60	2.60	2.78	2.59
Doors	2.55	2.51	2.42	2.49	2.72	2.78	2.58
Combos	2.40	2.49	2.54	2.44	2.61	2.60	2.51
Indirect	2.66	2.64	2.44	2.42	2.37	2.62	2.53
Average	2.64	2.71	2.43	2.53	2.61	2.73	2.61

* 4 POINT SCALE WITH 4.0 BEING "STRONGLY AGREE", 3.0 BEING "AGREE", 2.5 BEING THE MIDPOINT, 2.0 BEING "DISAGREE", AND 1.0 BEING "STRONGLY DISAGREE".

Tally Report of SURVEY Item Responses

Key:

Qx	COUNT
1	Number of 1 (strongly disagree) responses for question Qx.
2	Number of 2 (disagree) responses for question Qx.
3	Number of 3 (agree) responses for question Qx.
4	Number of 4 (strongly agree) responses for question Qx.
N=	total number of responses for question Qx.
*=	number of missing responses for question Qx.

Q1	COUNT
1	12
2	94
3	126
4	7
N=	239
*=	1

Q2	COUNT
1	19
2	66
3	131
4	24
N=	240

Q3	COUNT
1	5
2	34
3	159
4	39
N=	237
*=	3

Q4	COUNT
1	27
2	65
3	113
4	35
N=	240

Q5	COUNT
1	17
2	59
3	149
4	15
N=	240

Q6	COUNT
1	9
2	57
3	155
4	17
N=	238
*=	2

Q7	COUNT
1	29
2	100
3	91
4	20
N=	240

Q8	COUNT
1	50
2	84
3	92
4	11
N=	237
*=	3

Q9	COUNT
1	17
2	109
3	100
4	14
N=	240

Q10	COUNT
1	10
2	41
3	161
4	28
N=	240

Q11	COUNT
1	46
2	107
3	75
4	12
N=	240

Q12	COUNT
1	30
2	90
3	109
4	10
N=	239
*=	1

Q13	COUNT
1	20
2	111
3	93
4	16
N=	240

Q14	COUNT
1	16
2	49
3	142
4	31
N=	238
*=	2

Q15	COUNT
1	3
2	6
3	97
4	134
N=	240

Q16	COUNT
1	6
2	27
3	119
4	87
N=	239
*=	1

Q17	COUNT
1	9
2	21
3	112
4	98
N=	240

Q18	COUNT
1	18
2	45
3	127
4	50
N=	240

Q19	COUNT
1	18
2	88
3	128
4	6
N=	240

Q20	COUNT
1	41
2	124
3	69
4	5
N=	239
*=	1

Q21	COUNT
1	27
2	65
3	121
4	27
N=	240

Q22	COUNT
1	4
2	29
3	128
4	78
N=	239
*=	1

Q23	COUNT
1	40
2	119
3	76
4	5
N=	240

Q24	COUNT
1	47
2	101
3	84
4	6
N=	238
*=	2

Q25	COUNT
1	15
2	125
3	85
4	15
N=	240

Q26	COUNT
1	19
2	69
3	136
4	16
N=	240

Q27	COUNT
1	21
2	74
3	89
4	56
N=	240

Q28	COUNT
1	11
2	60
3	152
4	17
N=	240

Q29	COUNT
1	14
2	49
3	160
4	17
N=	240

Q30	COUNT
1	25
2	62
3	113
4	40
N=	240

Q31	COUNT
1	12
2	43
3	142
4	43
N=	240

Q32	COUNT
1	13
2	143
3	60
4	22
N=	238
*=	2

Q33	COUNT
1	8
2	92
3	113
4	25
N=	238
*=	2

Q34	COUNT
1	22
2	84
3	114
4	19
N=	239
*=	1

Q35	COUNT
1	15
2	54
3	124
4	47
N=	240

Q36	COUNT
1	9
2	50
3	163
4	18
N=	240

Q37	COUNT
1	47
2	117
3	57
4	18
N=	239
*=	1

Q38	COUNT
1	15
2	81
3	95
4	48
N=	239
*=	1

Q39	COUNT
1	8
2	45
3	146
4	40
N=	239
*=	1

Q40	COUNT
1	7
2	40
3	137
4	53
N=	237
*=	3

Q41	COUNT
1	15
2	68
3	127
4	28
N=	238
*=	2

Q42	COUNT
1	3
2	34
3	156
4	42
N=	235
*=	5

Q43	COUNT
1	20
2	104
3	97
4	16
N=	237
*=	3

Q44	COUNT
1	24
2	109
3	100
4	6
N=	239
*=	1

Q45	COUNT
1	17
2	74
3	131
4	17
N=	239
*=	1

Q46	COUNT
1	19
2	98
3	106
4	17
N=	240

Q47	COUNT
1	10
2	82
3	138
4	10
N=	240

Q48	COUNT
1	16
2	92
3	123
4	9
N=	240

Q49	COUNT
1	36
2	87
3	93
4	22
N=	238
*=	2

Q50	COUNT
1	6
2	48
3	123
4	63
N=	240

Q51	COUNT
1	17
2	102
3	112
4	9
N=	240

Q52	COUNT
1	29
2	98
3	100
4	12
N=	239
*=	1

Q53	COUNT
1	33
2	105
3	79
4	22
N=	239
*=	1

Q54	COUNT
1	8
2	31
3	152
4	48
N=	239
*=	1

Q55	COUNT
1	3
2	27
3	135
4	72
N=	237
*=	3

Q56	COUNT
1	12
2	50
3	124
4	52
N=	238
*=	2

Q57	COUNT
1	10
2	80
3	126
4	23
N=	239
*=	1

Q58	COUNT
1	19
2	105
3	108
4	8
N=	240

Q59	COUNT
1	33
2	78
3	117
4	10
N=	238
*=	2

Q60	COUNT
1	18
2	71
3	129
4	21
N=	239
*=	1

Coefficient of Correlation Between Questions -- Grouped by Culture Dimemsions

1. This is a listing of the correlation between the questions regarding job satisfaction.

> Correlate c7 c8 c12 c21 c26 c31 c37 c39 c54 c59

	C7	C8	C12	C21	C26	C31	C37	C39
C8	0.457							
C12	0.441	0.253						
C21	0.486	0.280	0.191					
C26	0.310	0.268	0.134	0.278				
C31	0.238	0.282	0.185	0.216	0.131			
C37	-0.084	-0.000	-0.064	-0.074	-0.010	-0.063		
C39	0.096	0.096	0.169	0.094	-0.025	0.162	-0.553	
C54	0.210	0.151	0.196	0.121	0.122	0.234	-0.268	0.381
C59	0.409	0.473	0.352	0.306	0.376	0.276	-0.116	0.160

	C54
C59	0.189

2. This is a listing of the correlation between the questions regarding work efficiency.

> Correlate c2 c5 c11 c14 c15 c18 c29 c45 c57 c58

	C2	C5	C11	C14	C15	C18	C29	C45
C5	0.102							
C11	0.322	0.112						
C14	0.196	0.205	0.317					
C15	0.024	0.163	0.160	0.170				
C18	0.144	-0.051	0.449	0.202	0.072			
C29	0.180	0.309	0.195	0.097	0.046	0.047		
C45	0.159	0.119	0.330	0.212	0.086	0.265	0.118	
C57	0.282	0.246	0.367	0.145	0.149	0.219	0.246	0.438
C58	0.215	0.254	0.419	0.139	0.046	0.026	0.302	0.346

	C57
C58	0.345

3. This is a listing of the correlation between questions regarding training and development.

> Correlate c1 c6 c9 c20 c23 c33 c43 c46 c48 c51

	C1	C6	C9	C20	C23	C33	C43	C46
C6	0.201							
C9	0.212	0.162						
C20	0.403	0.110	0.126					
C23	0.183	0.239	0.400	0.181				
C33	-0.299	-0.159	-0.176	-0.314	-0.192			
C43	0.328	0.339	0.210	0.283	0.245	-0.272		
C46	0.174	0.171	0.426	0.069	0.408	-0.065	0.205	
C48	0.209	0.322	0.166	0.002	0.254	-0.127	0.393	0.257
C51	0.116	0.266	0.186	0.247	0.213	-0.276	0.385	0.165

	C48
C51	0.290

4. This is a listing of the correlation between the questions regarding communication.

> Correlate c10 c17 c19 c22 c27 c28 c35 c36 c50 c52

	C10	C17	C19	C22	C27	C28	C35	C36
C17	0.273							
C19	0.290	0.211						
C22	-0.076	0.085	-0.230					
C27	-0.106	-0.001	-0.283	0.215				
C28	0.318	0.157	0.095	-0.108	-0.016			
C35	0.101	0.068	0.168	-0.169	-0.246	0.071		
C36	0.507	0.317	0.263	-0.148	-0.055	0.279	0.251	
C50	0.105	0.183	-0.029	0.196	0.041	-0.002	0.010	0.130
C52	0.172	0.104	0.497	-0.309	-0.418	0.015	0.243	0.242

	C50
C52	0.010

5. This is a listing of the correlation between questions regarding management effectiveness.

> Correlate c4 c13 c30 c38 c41 c44 c47 c49 c53 c56

	C4	C13	C30	C38	C41	C44	C47	C49
C13	-0.224							
C30	0.445	-0.153						
C38	-0.274	0.301	-0.244					
C41	0.304	-0.289	0.242	-0.403				
C44	0.181	-0.165	0.264	-0.317	0.382			
C47	0.356	-0.246	0.321	-0.382	0.359	0.273		
C49	0.537	-0.118	0.684	-0.219	0.182	0.242	0.270	
C53	-0.445	0.227	-0.421	0.194	-0.222	-0.154	-0.273	-0.469
C56	0.482	-0.175	0.721	-0.237	0.226	0.238	0.314	0.650

	C53
C56	-0.401

6. This is a listing of the correlation between the questions regarding overall view of the organization.

> Correlate c3 c16 c24 c25 c32 c34 c40 c42 c55 c60

	C3	C16	C24	C25	C32	C34	C40	C42
C16	0.090							
C24	0.170	0.114						
C25	-0.124	-0.049	-0.196					
C32	-0.027	0.067	-0.111	0.127				
C34	0.256	0.260	0.277	-0.243	-0.275			
C40	0.202	0.325	0.180	-0.148	-0.135	0.280		
C42	0.302	0.360	0.287	-0.197	-0.169	0.458	0.535	
C55	0.088	0.766	0.142	-0.133	-0.027	0.286	0.501	0.377
C60	0.304	0.301	0.424	-0.192	-0.134	0.378	0.321	0.434

	C55
C60	0.315